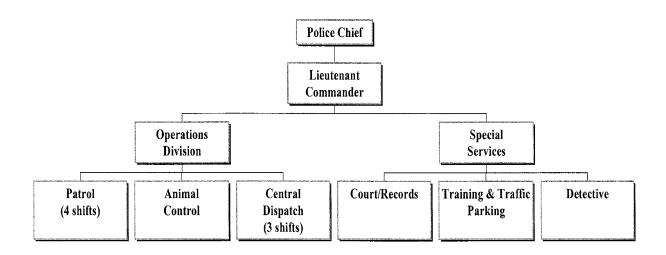
# **Police**



### **POLICE**

### **Department Description**

The role of the Andover Police Department is to maintain public safety through the use of effective and efficient management practices while staying within clearly defined legal and constitutional guidelines. The department works closely with other town departments in order to provide maximum service to the community. The department is structured in two divisions, Operations and Special Services. Each division has a distinct chain of command based on a paramilitary hierarchy that allows for effective communications and deployment of personnel. The department is authorized at 73.5 people including 54 authorized sworn officers. We currently have two funded vacant patrol positions.

#### **OPERATIONS:**

**Uniformed Patrol** - The patrol force is assigned to six different geographic areas of town. These assignments enable the department to provide maximum coverage and enforcement through the use of proactive and reactive patrols.

#### **Specialized Patrol Units**

Mountain Bike Patrol – Specially trained officers patrol Main Street, housing developments, recreation trails and other congested areas of town on mountain bikes. These types of patrols give the officers the ability to interact with the community far better than patrolling in a motor vehicle and deployment into area cruisers are unable to patrol.

**Motorcycle Patrol** – Specially trained officers assigned to the Traffic Unit operate the department's motorcycles. They are used for traffic enforcement as well as parade and escort details.

**K-9 Officer** – The Department has one specially trained canine and handler. This K-9 team is utilized for searches of missing or wanted persons in either buildings or open terrain. They are also certified in drug and narcotic detection and crowd control.

**Tactical Officers** - The Department is a member community of Northeast Massachusetts Law Enforcement Council and is able to utilize the N.E.M.L.E.C. officers and resources during time of emergency. Officers participating in the various units receive specialized training in crowd and riot control, crisis negotiations, school violence response, use of specialized weapons, drug interdiction and many other areas of tactical operations. NEMLEC also has a cyber-crime investigative division, traffic reconstruction unit and evidence and crime scene handling units.

Emergency Services – Emergency services and planning are provided to the community in a number of ways. Some of these services include: medical emergencies, accident investigation, crime suppression, domestic issues, illegal drug activity, traffic control and juvenile issues.

Safety Program – The Police Department utilizes the knowledge and experience of its members to provide a wide variety of safety programs. These safety programs include educational programs in the schools as well as seminars throughout the community on subjects such as crime prevention, traffic safety, child restraint and seat belt safety, bicycle safety, home safety, drug awareness, alcohol awareness, fraud and scam prevention and other crime suppression programs.

DARE Program – The DARE program was implemented in 1996 through a joint venture between the Andover Police Department and the Andover School Department in an effort to better educate and prepare our youth in dealing with the social pressures associated with drugs and alcohol that they will encounter in today's society. This program is being suspended due to budgetary constraints.

**Parking Control** – Parking enforcement is provided in the central business district in order to maintain an acceptable turn-over rate in parking spaces. This allows more shoppers the ability to patronize local merchants. The ability to have frequent turnover in the parking spaces in the shopping and central business district assists in maintaining the vibrant down town area.

Animal Control – The Animal Control Officer is responsible for the enforcement of Federal and State Statutes as well as all of the Andover General By-laws that relate to the control of both domesticated and feral animals within the community. The Animal Control Officer is available to assist citizens and Police Officers in the handling, controlling and transporting of sick, injured and vicious domestic and wild animals to the Andover Animal Hospital or the MSPCA. The Animal Control Officer also works closely with the Andover Board of Health on animal bites and rabies control.

### **POLICE**

Central Dispatch – The purpose of the Central Dispatch Division is to receive, process and expedite all requests for emergency and public safety assistance or 9-1-1 emergency calls, and any other calls for service throughout the town. It is the responsibility of this division to process all request for services relating to police, fire, emergency medical services or direct any other requests received by the public safety department to the appropriate agency.

**Court Diversion** – This program allows youths in the community to perform community service as a sentencing alternative for delinquent behavior.

#### SPECIAL SERVICES:

Investigations - It is the role of the Criminal Investigative Division to conduct a thorough and professional follow-up investigation. Various solvability factors are closely scrutinized in each individual case to determine what resources will be allocated. Background investigations for certain positions of employment within the Town are handled in this Division. Surveillance for different reasons, whether to confirm or deny the existence of a specific activity, takes place at different times.

**Crime Prevention and Public Education** – Community awareness of crime prevention and education is an ongoing service provided by both the Special Services Division as well as the Operations Division. The Department provides services ranging from education to daily house checks for vacationing residents.

**Training** - Training is provided throughout the department at many different levels. Offering in-house training and scheduling external training assures that the department is continually aware of all social and legal changes. The Department also offers training throughout the community in such areas as CPR, First Aid, Defibrillator training, babysitter training, teen violence prevention and many other safety related classes.

**Records** – It is the role of Records section to maintain accurate records and to disseminate meaningful information to various departments as well as to the community. Computer operations, alternative funding options and Firearms licensing are also performed in this section.

Traffic Division – The Traffic Division is responsible for the enforcement of all traffic rules and regulations throughout the community. This division also performs traffic studies to recommend changes in the traffic rules and regulations and also determines the effective deployment of traffic regulatory devices. This division utilizes several speed monitoring devices and motorcycle patrols to target areas prone to traffic hazards. This division investigates all accidents involving serious injury or death utilizing specially trained officers and equipment. This division is also responsible for licensing and inspecting all taxi and livery vehicles operating in the Town.

Emergency Management – The role of Emergency Management is to help the community with its disaster preparedness plans. These disasters may be natural or man-made, but in either case centralized Massachusetts Emergency Management Agency (M.E.M.A.) coordination maximizes available resource use and minimizes waste. The Chief of Police is the Emergency Management Director and serves as the State Liaison. Public education, auxiliary training and radio communications are the three main focus areas of this division. This division is also responsible for the town's participation in the Regional Local Emergency Planning Committee (LEPC). This committee is responsible for coordinating the town's response to any hazardous materials spill or incident. The Chief of Police is the Emergency Response Coordinator for the Town Of Andover. The Chief of Police is also designated as the Andover Team Leader for the Statewide Anti-Terrorism Unified Response Network (SATURN).

**Prosecution** - The Prosecution section handles all inter-action between the Police Department and the judicial court system. The section is responsible for scheduling officers to appear in court, supplying and maintaining evidence, and assuring that all court cases are followed through the court system in an expedient manner.

### **POLICE**

#### **Mission Statement**

The Andover Police Department is committed to providing the highest level of public safety and service to the citizens and business people within the community. The members of the Department are empowered to enforce the laws of the Commonwealth of Massachusetts and the By-laws of the Town of Andover to ensure that the peace and tranquility of our neighborhoods are maintained and that crime and the fear of crime are reduced. We emphasize integrity, honesty, impartiality and professionalism from our members in order to create an environment that values differences and fosters fairness and flexibility in our mission. We encourage citizen input and interaction that will assist us in developing sound partnerships between the community and the police. Working together we can protect our future and enhance the quality of life for everyone within the town.

### **FY2004 Service Impacts**

- 2.0 FTEs not funded Two Patrolmen vacancies will result in the redeployment of the DARE officer back to patrol, and a reduction in the types of incidents investigated.
- \$43,000 reduction in overtime.
- Additional revenues will be generated by an increase in Parking Meter fees.

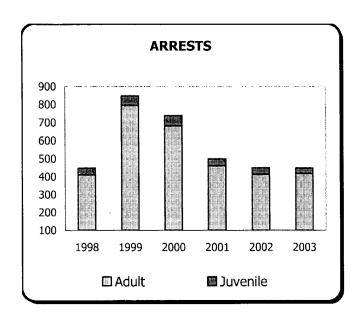
### **FY2005 Objectives**

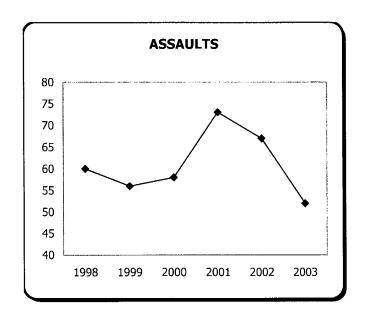
- To develop and maintain programs aimed at crime prevention.
- To provide for positive enforcement measures against established criminal activities.
- To maintain our current community policing programs by continuing to develop new and innovative ways to serve the community.
- To provide timely and thorough police related investigations.
- To facilitate a proper response to all calls for service from the community.
- To continue to protect the rights and dignity of all persons as provided by law and under the Constitutions of the United States and the Commonwealth of Massachusetts.
- To continue to instill confidence in the community we serve by maintaining a high degree of professionalism, integrity, impartiality, dedication and expertise in the delivery of our services within our diminished operating budget.

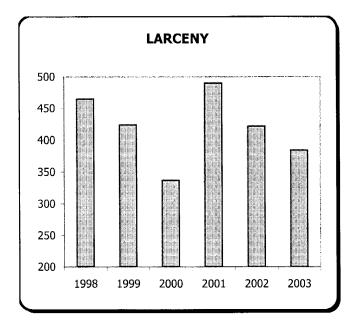
## **FY2005 Operating Plan**

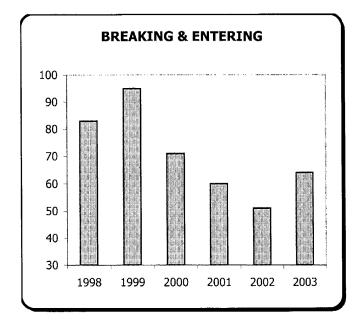
The Police Department will be forced to operate with a reduced staff during FY04. Two Police Officer positions will remain unfilled because of a hiring freeze instituted for public safety departments. The Town's decision not to accept a \$150,000 COPS in Schools Grant, which would have paid for a School Resource Officer, will further reduce staffing levels. The Department is forced to re-deploy the DARE Officer back to patrol to reduce the overtime costs associated with these vacancies. Additional cuts may mean reduced hours of operations for our Records Division and other support services, including Animal Control. A reduction in the type of incidents and accidents the Police Department will handle and a reduction in the number of incidents investigated by the Detective Division are a direct result of staffing restrictions due to budget cuts. The Department will be requesting an increase in parking meter fees to offset any further budgetary cuts in the parking enforcement program.

## **POLICE STATISTICS**

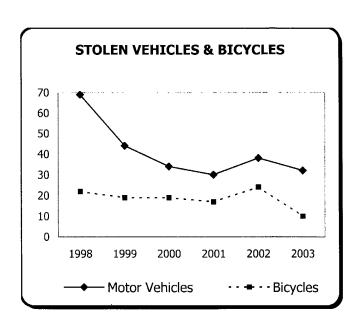


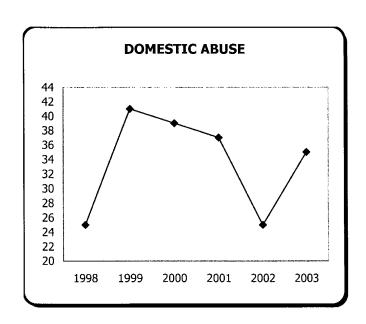


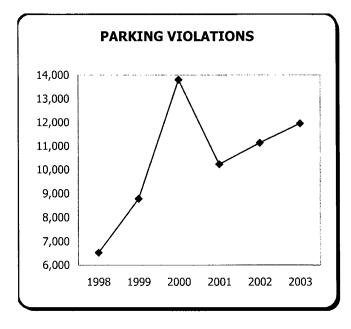


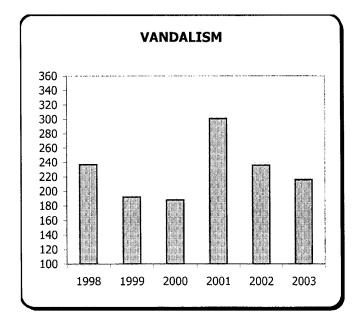


## **POLICE STATISTICS**









	Position Classification	FY2002	FY2003	FY2004	TM REC <u>FY2005</u>	AMOUNT FY2005
	POLICE DEPARTMENT					
M-3	Chief of Police	1	1	1	1	130,159
I-24	Public Safety Network Administrator	1	1	1	1	62,345
I-18	PC Support Specialist	1	1	1	1	48,815
I-16	Executive Secretary	1	1	1	1	45,537
I-14	Office Assistant III	1	1	1	1	45,013
I-12	Records Clerk	2	2	2	2	78,474
R	Lieutenant	6	6	6	6	594,156
Q	Sergeant	8	8	8	8	657,169
Р	Patrolman*	39	39	37	37	2,465,411
						4,127,079
	New Horizons after school program Matrons Court Diversion Program		1	1	1	30,000 2,900 7,700
	•					40,600
	CENTRAL DISPATCHING					
D	Dispatch Supervisor	1	1	1	1	54,335
D	Dispatcher	10	10	10	10	478,855
						533,190
	ANIMAL CONTROL					
I-14	Animal Control Officer PARKING CONTROL	1	1	1	1	47,408
I-12	Parking Meter Supervisor	1	1	1	1	43,325
I-10	Parking Meter Assistant	0.5	0.5	0.5	0.5	19,266
	-					62,591
	TOTAL POSITIONS	73.5	74.5	72.5	72.5	

Notes: \*39 positions authorized, 37 funded

	ACTUAL FY2002	. ACTUAL FY2003	BUDGET FY2004	ESTIMATE FY2004	RECOMM. FY2005
POLICE DEPARTMENT PUBLIC SAFETY					
012101 POLICE DEPT SALARIES					
5110 REGULAR WAGES	3,488,498	2 910 126	4,049,225	4,066,023	4,127,079
5111 ILD INJURED ON DUTY	71,486	3,810,136 87,570	4,049,223	4,000,023	4,127,079
5120 OVERTIME	539,920	580,800	500,000	500,000	500,000
5125 COURT DUTY	69,823	69,498	70,000	70,000	70,000
5127 INVESTIGATIONS	18,593	5,735	8,000	8,000	8,000
5130 PART TIME	10,253	9,721	40,600	40,600	40,600
5185 REG RETRO C/Y RETIRE	90,995	2,897	0	0	0
5186 OVERTIME RETRO C/Y NO RET	15,903	2,677	0	0	0
5187 REGULAR RETRO P/Y RET	0	4,260	0	7,415	0
5188 OVERTIME RETRO P/Y NO RET	0	4,200	0	7,413	0
POLICE DEPT SALARIES	4,305,470	4,570,618	4,667,825	4,692,093	4,745,679
012102 POLICE DEPT EXPENDITURES					
5211 ELECTRICITY	32,913	57,648	66,753	93,578	66,753
5213 HEATING OIL/NATURAL GAS	13,215	25,160	22,000	23,100	25,000
5220 TELEPHONE	51,399	49,712	68,340	34,452	50,000
5225 POSTAGE	3,000	3,000	4,140	4,100	4,100
5285 MAINT REPAIRS / OTHER EQUIP	78,932	76,840	80,494	80,494	79,448
5287 MAINT/REPAIRS RADIO & COMM	34,985	62,508	64,814	64,814	65,414
5291 RENTALS EQUIPMENT	12,083	12,527	25,850	25,850	31,450
5294 CLOTHING ALLOWANCE	48,035	50,246	59,650	59,650	62,075
5295 OTHER SERVICES / CHGS	16,610	9,844	30,320	30,320	35,975
5296 MEDICAL EXPENSES	8,721	32,614	8,000	20,000	8,000
5310 OFFICE SUPPLIES	6,182	8,774	8,000	8,000	8,000
5350 OPERATING SUPPLIES EQUIPMENT	20,425	43,791	39,000	39,000	39,000
5355 AUTOMOTIVE FUEL	42,592	51,092	38,000	38,000	38,000
5395 OTHER COMMODITIES	27,913	22,930	34,600	34,600	34,500
5410 MACHINERY / EQUIPMENT	19,514	28,702	17,100	17,100	17,100
5710 TRAVEL/IN-STATE	974	1,148	1,500	1,500	1,500
5720 TRAVEL/OUT-OF-STATE	2,237	723	2,500	2,500	2,500
5730 DUES/SUBSCRIPTIONS	2,068	4,250	4,100	4,100	6,264
POLICE DEPT EXPENDITURES	421,796	541,510	575,161	581,158	575,079
012101 POLICE DEPT SALARIES					
5801 FROM FEDERAL GRANTS	-75,000	-50,000	-50,000	-50,000	0
5805 FROM GRANTS	-13,000	-15,000	0	0	0
5811 FROM SALE OF SERVICE	-60,000	-60,000	-60,000	-60,000	-60,000
5831 FROM RESERVE FUNDS	0	0	0	0	-50,000
POLICE DEPT SALARIES	-148,000	-125,000	-110,000	-110,000	-110,000
TOTAL POLICE DEPARTMENT	4,579,266	4,987,128	5,132,986	5,163,251	5,210,758

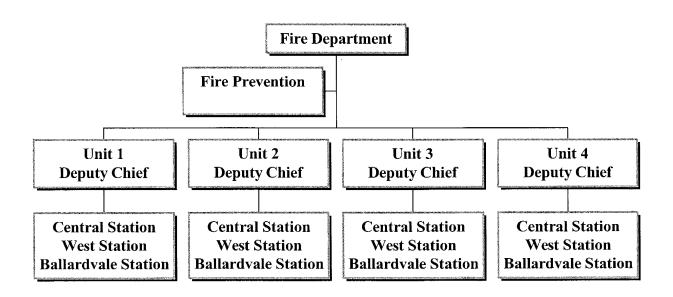
	ACTUAL FY2002	ACTUAL FY2003	BUDGET FY2004		FY2005
POLICE CENTRAL DISPATCH PUBLIC SAFETY					
012151 CENT DISPATCH SALARIES					
5110 REGULAR WAGES	433,646	457,506	493,680	493,680	533,190
5120 OVERTIME	75,262	65,105	88,000	88,000	80,000
5126 SCHOOL & TRAVEL	0	0	5,200	5,200	5,200
5185 REG RETRO C/Y RETIRE	0	32,131	0	0	0
5186 OVERTIME RETRO C/Y NO RET	0	4,471	0	0	0
5187 REGULAR RETRO P/Y RET	0	27,075	0	0	0
5188 OVERTIME RETRO P/Y NO RET	0	3,685	0	0	0
CENT DISPATCH SALARIES	508,908	589,972	586,880	586,880	618,390
012152 CENT DISPATCH EXPENDITURES					
5285 MAINT REPAIRS / OTHER EQUIP	0	0	1,800	1,800	1,800
5287 MAINT/REPAIRS RADIO & COMM	6,442	5,033	4,200	4,200	4,200
5291 RENTALS EQUIPMENT	1,947	0	5,100	5,100	5,100
5294 CLOTHING ALLOWANCE	0	3,685	3,350	3,350	3,350
5310 OFFICE SUPPLIES	37	385	500	500	500
5350 OPERATING SUPPLIES EQUIPMENT	0	3,835	4,000	4,000	4,000
5420 OFFICE EQUIPMENT	360	3,491	2,000	2,000	2,000
5710 TRAVEL/IN-STATE	0	0	1,200	1,200	1,200
CENT DISPATCH EXPENDITURES	8,785	16,429	22,150	22,150	22,150
TOTAL POLICE CENTRAL DISPATCH	517,693	606,401	609,030	609,030	640,540

	ACTUAL FY2002	ACTUAL FY2003	BUDGET FY2004	ESTIMATE FY2004	FY2005
POLICE ANIMAL CONTROL PUBLIC SAFETY					
012161 POLICE ANIMAL CONTROL - SAL					
5110 REGULAR WAGES	42,619	43,775	43,893	46,792	47,408
5120 OVERTIME	2,277	1,599	3,000	3,000	3,000
5185 REG RETRO C/Y RETIRE	1,156	0	0	0	0
5186 OVERTIME RETRO C/Y NO RET	63	0	0	0	0
5187 REGULAR RETRO P/Y RET	0	0	0	1,313	0
5188 OVERTIME RETRO P/Y NO RET	0	0	0	48	0
POLICE ANIMAL CONTROL - SAL	46,115	45,375	46,893	51,153	50,408
012162 POLICE ANIMAL CONTROL EXPENSES					
5295 OTHER SERVICES / CHGS	1,132	1,714	3,000	3,000	3,000
5310 OFFICE SUPPLIES	295	0	300	300	300
5350 OPERATING SUPPLIES EQUIPMENT	179	665	1,000	1,000	1,000
5355 AUTOMOTIVE FUEL	0	0	5,000	5,000	5,000
POLICE ANIMAL CONTROL EXPENSES	1,606	2,379	9,300	9,300	9,300
TOTAL POLICE ANIMAL CONTROL	47,721	47,754	56,193	60,453	59,708

				TOWN MGR	
	ACTUAL	ACTUAL	BUDGET	ESTIMATE	RECOMM.
	FY2002	FY2003	FY2004	FY2004	FY2005
POLICE - EMERGENCY PREP PUBLIC SAFETY					
012171 EMERGENCY PREP SALARIES				·	
5130 PART TIME	1,496	1,496	1,500	1,500	1,500
EMERGENCY PREP SALARIES	1,496	1,496	1,500	1,500	1,500
012172 POLICE - EMERGENCY PREP EXP					
5220 TELEPHONE	468	282	700	700	700
5310 OFFICE SUPPLIES	0	0	300	300	300
5350 OPERATING SUPPLIES EQUIPMENT	2,429	1,550	2,100	2,100	2,100
5360 REPAIR PARTS EQUIPMENT	0	0	600	600	600
POLICE - EMERGENCY PREP EXP	2,897	1,832	3,700	3,700	3,700
TOTAL POLICE - EMERGENCY PREP	4,393	3,328	5,200	5,200	5,200

	ACTUAL FY2002	ACTUAL FY2003	BUDGET FY2004	ESTIMATE FY2004	FY2005
POLICE PARKING CONTROL PUBLIC SAFETY					
012181 PARKING CONTROL SALARIES					
5110 REGULAR WAGES	39,270	40,456	40,641	43,325	43,325
5120 OVERTIME	408	217	1,200	1,200	1,200
5130 PART TIME	18,015	19,563	19,266	19,266	19,266
5185 REG RETRO C/Y RETIRE	1,553	0	0	0	0
5186 OVERTIME RETRO C/Y NO RET	11	0	0	0	0
5188 OVERTIME RETRO P/Y NO RET	0	0	0	. 7	0
5189 UNCLASSIFIED PAYROLL	0	0	7,000	0	0
PARKING CONTROL SALARIES	59,256	60,237	68,107	63,798	63,791
012182 PARKING CONTROL EXPENSES					
5310 OFFICE SUPPLIES	2,890	5,149	4,500	4,500	6,500
5350 OPERATING SUPPLIES EQUIPMENT	717	2,398	4,500	4,500	4,500
5355 AUTOMOTIVE FUEL	0	0	2,600	2,600	2,600
PARKING CONTROL EXPENSES	3,607	7,547	11,600	11,600	13,600
012181 PARKING CONTROL SALARIES					
5831 FROM RESERVE FUNDS	-57,490	-62,191	-68,107	-68,107	-63,791
PARKING CONTROL SALARIES	-57,490	-62,191	-68,107	-68,107	-63,791
012182 PARKING CONTROL EXPENSES					
5831 FROM RESERVE FUNDS	-9,250	-9,600	-11,600	-11,600	-13,600
PARKING CONTROL EXPENSES	-9,250	-9,600	-11,600	-11,600	-13,600
TOTAL POLICE PARKING CONTROL	-3,877	-4,007	0	-4,309	0

## Fire



## FIRE DEPARTMENT

### **Department Description**

The Andover Fire Department, under the direction of the Fire Chief, provides emergency and non-emergency services necessary to protect life and property in the most efficient, cost effective manner possible. Its goals are to prevent the loss of life and injury from fire, fire-related hazards, accidents and natural disasters; prevent loss to property from fire or fire-related services; increase fire safety awareness among area citizens. The Fire Department provides these services through the following Divisions:

The Administration Division is responsible for managing the Department's daily business operations including the operating budget; purchasing; personnel and payroll records for seventy four employees; hiring of new employees; developing management policies; evaluating and expanding the use of computers in the Department; and providing secretarial and word processing support.

The Fire Fighting Division is concerned almost exclusively with the containment and extinguishing of fires within the Town of Andover as well as providing rescue service. This effort includes answering service calls which may lead to early discovery or prevention of fires and stabilizing hazardous materials incidents. It also includes formulation and rehearsal of plans concerning how to fight fires at various locations.

The E.M.S. Division provides emergency medical service for anyone needing such care in Andover, as well as transportation to emergency-care facilities. The ambulance also answers fire alarms as medical backup for both civilian victims of fire and emergency personnel. Residents and non-residents are billed for ambulance services through a third-party insurance billing agency.

The Fire Prevention Division, ensures that conditions favorable to the starting of fires do not exist in the Town of Andover. Inspections conducted and public relations programs are designed to contribute to this goal. Fire investigations seek to discover the causes of fire and prevent their reoccurrence.

The Fire Alarm Division is supervised by the Fire Alarm Officer and is responsible for the fire alarm system that is coded and consists of approximately three and one-half million feet of aerial and underground wiring, street alarm boxes, and related signaling equipment. The installation of street alarm boxes and related wiring is accomplished by department personnel. Maintenance to all phases of the system is also accomplished.

The Training Division is supervised by the Training Officer. It is comprised of the four duty Deputy Chiefs who are supplemented by Emergency Services personnel acting as Hazardous Material Coordinators, Emergency Medical Coordinators, ET Instructors, and Special Training Instructors. They are responsible for the yearly training schedule for fire suppression, medical emergency, rescue procedures, and hazardous material response team.

The Maintenance Division is supervised by the Apparatus Maintenance Officer who is responsible for a continuous preventive maintenance program for 14 vehicles to insure effective and economical operation of equipment. Duties include: preventive maintenance checks for all engine companies and truck companies; test all fire apparatus yearly in accordance with N.F.P.A. standards; certify annually all S.C.B.A. tanks with the use of authorized flow bench to meet factory specifications; certification and testing of relief drivers and fire apparatus operators with the Training Division; provide 24 hour emergency on-call service by Vehicle Maintenance for all Fire Department equipment; assist in development of specifications for fire apparatus.

The Fire Investigation Unit is supervised by the Fire Investigator who responds to all fires of suspicious in nature. Working with a police detective, all suspicious fires are thoroughly investigated and when necessary followed through the court process resulting in legal process that serves as a deterrent to potential lawbreakers. This Unit also deals closely with the Juvenile Fire Setter Program sponsored by the Commonwealth to address the concerns and treatment of juvenile fire setters.

### FIRE DEPARTMENT

#### **Mission Statement**

To proudly protect lives and property by providing prompt, skilled, cost effective fire protection and life safety services for the residents of Andover and its visitors.

### **FY2004 Service Impacts**

- 1.5 FTEs not funded Two Firefighters, one mid-year vacancy and a retirement, which may result in the redeployment of personnel and apparatus.
- \$35,000 reduction in overtime.
- \$11,800 in reductions to expense accounts, including equipment, fuel, and supplies.
- \$100,000 of additional ambulance revenue anticipated as a result of fee increases.

### **FY2005 Objectives**

#### DIVISION: ADMINISTRATION

- The completion of the new Public Safety Center.
- To provide a smooth transition of all personnel and operations of the Central Fire Station back into the new Public Safety Center.

#### DIVISION: TRAINING

Continue training programs presently in place to ensure that all Department members are kept up to date on the
latest firefighting training techniques. Expand training to include various aspects of technical rescues and
confined space rescues.

#### DIVISION: EMERGENCY AMBULANCE SERVICE

• Continue to provide a first rate ambulance service for the residents of Andover.

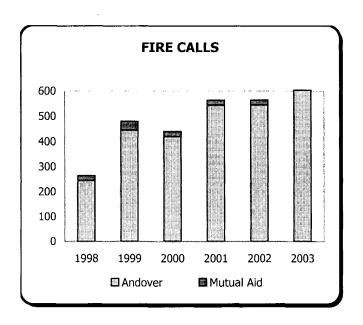
#### **DIVISION: FIRE PREVENTION**

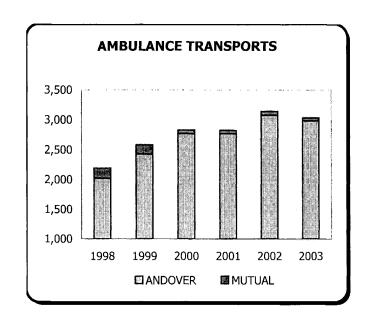
• Continue to provide fire prevention activities such as inspections, training and permitting to continue to make Andover a safe community.

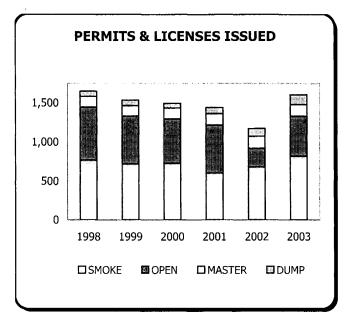
#### DIVISION: MAINTENANCE

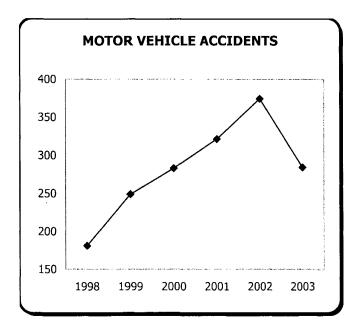
Continue to coordinate the maintenance of the Department's vehicles to insure that they are always in top condition.

## **FIRE STATISTICS**







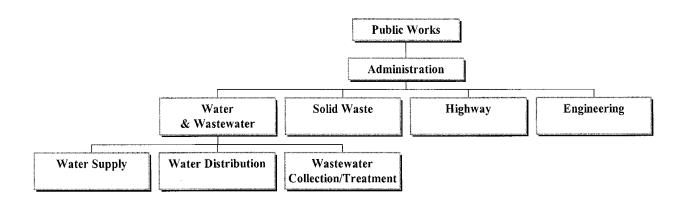


	Position <u>Classification</u>	FY2002	FY2003	FY2004	TM REC <u>FY2005</u>	AMOUNT FY2005
	FIRE DEPARTMENT					
M-3	Fire Chief	1.0	1.0	1.0	1.0	111,954
I-16	Executive Secretary	1.0	1.0	1.0	1.0	50,315
I-10	Office Assistant I	1.0	1.0	1.0	1.0	38,779
Н	Deputy Chief	5.0	5.0	5.0	4.0	362,120
G	Lieutenant	13.0	13.0	13.0	13.0	932,199
F	FireFighter*	53.0	53.0	51.5	52.0	3,106,123
	TOTAL POSITIONS	74.0	74.0	72.5	72.0	4,601,490

Notes: \*53 positions authorized, 52 funded

					OWN MGR
	ACTUAL	ACTUAL	BUDGET	ESTIMATE	RECOMM.
	FY2002	FY2003	FY2004	FY2004	FY2005
FIRE DEPARTMENT PUBLIC SAFETY					
012201 FIRE DEPT SALARIES					
5110 REGULAR WAGES	4,085,749	4,305,498	4,576,978	4,582,483	4,601,490
5111 ILD INJURED ON DUTY	39,817	20,870	0	0	0
5123 MISC OVERTIME	753,469	808,161	828,000	828,000	800,000
5130 PART TIME	4,498	10	0	0	0
5185 REG RETRO C/Y RETIRE	2,061	119,289	0	0	0
5186 OVERTIME RETRO C/Y NO RET	0	28,629	0	0	0
5187 REGULAR RETRO P/Y RET	0	154,976	0	2,439	0
5188 OVERTIME RETRO P/Y NO RET	0	32,216	0	0	0
FIRE DEPT SALARIES	4,885,594	5,469,649	5,404,978	5,412,922	5,401,490
012202 FIRE DEPT EXPENDITURES					
5211 ELECTRICITY	7,791	8,820	7,000	7,000	57,000
5213 HEATING OIL/NATURAL GAS	8,168	10,798	5,000	4,000	34,000
5220 TELEPHONE	4,052	9,229	9,000	9,000	9,200
5281 MAINT/REPAIRS BLDGS	1,579	1,074	1,500	1,100	1,500
5285 MAINT REPAIRS / OTHER EQUIP	19,937	16,938	16,000	16,000	16,000
5287 MAINT/REPAIRS RADIO & COMM	11,418	5,849	12,000	12,000	12,000
5294 CLOTHING ALLOWANCE	32,850	33,150	33,600	45,000	45,000
5295 OTHER SERVICES / CHGS	40,423	40,582	41,000	35,000	41,000
5296 MEDICAL EXPENSES	12,325	8,038	8,000	8,000	8,000
5310 OFFICE SUPPLIES	4,238	7,582	5,000	5,000	5,000
5330 OPERATING SUPPLIES BLDGS	5,093	8,163	6,300	6,300	6,500
5350 OPERATING SUPPLIES EQUIPMENT	15,703	27,117	21,000	19,000	21,000
5355 AUTOMOTIVE FUEL	15,204	20,628	18,000	17,000	19,000
5360 REPAIR PARTS EQUIPMENT	5,933	3,087	4,000	3,000	4,000
5393 SUPPLIES FIREFIGHTING	28,197	26,695	27,000	25,000	27,000
5430 OTHER EQUIPMENT	17,488	7,280	10,000	10,000	10,000
5720 TRAVEL/OUT-OF-STATE	852	2,949	2,500	2,500	2,500
5730 DUES/SUBSCRIPTIONS	3,090	5,154	3,600	3,600	3,600
FIRE DEPT EXPENDITURES	234,338	243,132	230,500	228,500	322,300
012201 FIRE DEPT SALARIES					
5811 FROM SALE OF SERVICE	-520,000	-600,000	-700,000	-700,000	-750,000
FIRE DEPT SALARIES	-520,000	-600,000	-700,000	-700,000	-750,000
TOTAL FIRE DEPARTMENT	4,599,932	5,112,781	4,935,478	4,941,422	4,973,790

# **Public Works**



### **Department Description**

The Administration Division oversees the operations of the department and is responsible for all long range planning. The administrative staff coordinates the department's activities, develops and monitors the annual budget, assists in Capital Improvement Program development, prepares personnel and payroll records for fifty-five employees, coordinates the hiring of new employees, manages labor agreement issues, develops and implements departmental policies, oversees the production of the potable water supply, coordinates the administrative support for all divisions, and handles all public inquiries.

The Engineering Division provides all project planning, "problem" study and resolution, and oversees all construction whether conducted by the Town or by contractor to ensure compliance with project plans. Oversees and inspects all subdivision construction to insure compliance with Town standards within areas that may be presented for acceptance and perpetual maintenance. Engineering also reviews all street openings and maintains liaison with State and County Public Works Departments on joint projects. The division handles citizen requests for information and provides service to other branches of Town Government, such as Community Development and Planning. The coordinating for meeting the new NPDES Phase II Stormwater Regulations will be handled by the Engineering Division.

The Water Division ensures the integrity of the water supplies and the surrounding water shed areas. It is also responsible for the treatment, quality control and distribution of the water in accordance with all federal and state regulations for delivery of the drinking water to the consumers. The division is accountable for the operation and maintenance of the water treatment plant, and distribution system, in addition to the customer services involving water meter installation, repair, meter reading, and resolving customer complaints.

The Solid Waste Division, with the assistance of the Plant & Facilities Department, operates and maintains the Town's compost site. The division is also responsible for managing the Town's Solid Waste contracts, which include the curbside collection of rubbish, leaves, recyclables including mixed residential paper, #1 thru #7 plastics, corrugated cardboard, aluminum, glass, and steel/tin containers. The Town's rubbish is brought to the NESWC waste-to-energy facility in North Andover. The division also manages the one-day collections for household hazardous waste (HHW) and the CRT/Electronic recycling events.

The Street Lighting Division oversees the street lighting in Town as provided per contract with Massachusetts Electric Company, and includes any necessary wiring for new lighting or repairs to existing street lighting.

The Highway Division is responsible for maintenance and construction of all the roadways (including curbs), sidewalks, guardrails, storm drains, culverts and catch basin structures. Highway is also responsible for snow and ice control during the wintertime with the assistance of the other DPW divisions and the Plant & Facilities Department. The Highway Division is also responsible for all street sign installations and repairs, and for all required street/parking lot markings.

The Sewer Division maintains the Town's sewer infrastructure including the collection system, three current neighborhood sewer-pumping stations, Shawsheen Village Pumping Station, the force main and gravity line through Lawrence to the treatment plant in North Andover and the agreement with the Greater Lawrence Sanitary District (GLSD) for the treatment and disposal of our liquid wastes.

#### Mission Statement

To continuously improve the quality of life for the community by protecting our water resources and by providing the finest drinking water, state of the art disposal for our water and solid wastes, and safe travel on our roadways & sidewalks.

### **FY2004 Service Impacts**

- 2.0 FTEs not funded Anticipates one vacancy or retirement each in the Highway and Water Divisions.
- \$13,500 reduction in part-time seasonal help in Engineering Division.
- \$80,300 in net expense reductions, including construction operating supplies, guardrail replacement, and electricity.
- \$234,500 reduction in solid waste disposal costs.

### **FY2005 Objectives**

#### DIVISION: ADMINISTRATION

- To continue updating the long and short range plans for the department.
- To maintain and improve relationships with the Community.
- To insure that all Divisions act in a coordinated fashion to improve and maintain the Town's Infrastructure and.
- To sustain the existing level of services within the limits Proposition 2-1/2 and other budgetary constraints.

#### DIVISION: ENGINEERING

- To provide survey, design, and construction inspection for all water & sewer main, storm drain, sidewalk, guardrail, bridge, and other improvement projects to insure compliance with Town and safety standards.
- Provide engineering assistance for the annual road maintenance and reconstruction/resurfacing program.
- Provide quality engineering assistance to other Town agencies and the public.
- Coordinate the construction and design of the expanding sanitary sewer system to meet the growing needs of the community and to address individual concerns.
- Coordinate the preparation and implementation of a Stormwater Management Program to meet the requirements of the new NDPES Phase II Stormwater regulations.

#### DIVISION: HIGHWAY

- Maintain and improve the transportation quality of the Town's roads as funds allow.
- Insure that the Town's drainage system meets the requirements of the Federal Government's Phase 2 standards for discharge of polluting materials by implementing Best Management Practices and design control measures.
- Maintain signs and pavement markings on our roads to help provide safe travel for pedestrians, motorists, and bicyclists that utilize our transportation infrastructure.
- Improve handicap accessibility of our sidewalks.

#### DIVISION: SOLID WASTE

- Manage the Town's solid waste curbside collection contracts for rubbish and recyclable materials to ensure a high level of satisfaction from the residents and other municipal departments.
- Evaluate the options for collecting our solid waste materials to ensure that we are using the most cost effective/environment-friendly methods possible.
- Maintain the mercury collection program to minimize the quantity of this toxic metal that reaches the trash-toenergy plant.
- Maintain the program of annually grinding/screening the compost material into a finished usable product that is utilized by various town departments.
- Assist the NESWC administration in extending the MTPC renewables grant fund.
- Investigate all possible options for waste disposal available to the Town of Andover after the expiration of the NESWC operating agreement.

#### DIVISION: STREET LIGHTING

- Review alternatives to acquiring streetlights in order to realize cost savings opportunities created by the deregulation of the electric industry.
- Investigate areas for potential savings through elimination of unnecessary fixtures, changing light output where appropriate, or converting to more efficient lamps.

#### DIVISION: SEWER

• Complete the two facility projects to construct the sewer digesters and the sludge-to-fertilizer plant. This will

allow area communities to become self sufficient in the disposal of bio-solids created as a by-product of wastewater treatment process, replacing the former incineration or long distance trucking methods for disposal.

- Maintain the integrity of the existing collection system.
- Implement an operational maintenance plan associated with the additional sewer pumping stations, which are to come on-line with the completion of the sewer extension projects.
- Provide expansion of sewer service in a planned manner to areas approved as part of the Sanitary Sewer Master Plan.
- Develop alternatives that will minimize costs to the Town of Andover for implementing Federally mandated construction projects designed to eliminate Combined Sewer Overflows that occur in the Greater Lawrence Sanitary District (GLSD) of which we are part.

#### DIVISION: WATER

- To provide the highest quality drinking water that meets all State and Federal regulations for microbial contaminants, disinfect ion by-products, ozone by-products, metals, and volatile organic materials.
- Meet new standards for backwash water recycling, bromate, turbidity monitoring, and total organic carbon (TOC's) removal.
- Implement conservation activities and source water protection plans.
- Maintain the transmission infrastructure and continue the water main flushing program. The flushing program will continue to be conducted at night when homeowners are least affected. The program will also continue to be done by zones to maximize cleaning while minimizing disruption to the system.

### **FY2005 Operating Plan**

#### **ENGINEERING**

#### New Fees:

A new fee charge of \$50 per opening permit will be instituted in 2003.

#### **HIGHWAY**

The Highway Division has implemented numerous operational changes over the past 12 years to maximize efficiency utilizing the small staff (same size as in FY/84) and equipment. The division, with support of the Town Manager, has replaced the equipment with more appropriate trucks, loaders, and tractors for operation of a heavy construction enterprise. Highway implements "cost consciousness" in all operational decisions to try and reduce costs without interruption of performing the division's responsibilities.

#### **SOLID WASTE**

The Solid Waste Division will be in the second year of a five year curbside recycling collection, and in the second year of a three year (or five year at the Town's option) curbside rubbish contract. The NESWC disposal contract runs through September 2005. NESWC is planning on having a disposal contract for post 9/05 in place by the end of FY/03.

#### Expense Accounts:

Account 5291Rentals Equipment has been increased by \$5,000 to account for a larger volume of compost material to be ground and screened from changing the number of weeks of curbside leaf collection from 6 to 12 to comply with the increased requirements of DARP (DEP Approved Recycling Program).

Account 5295 Other Services/Charges has been decreased by \$220,000 as Andover is realizing the fruits of good long range planning by Department staff to stabilize the cost of solid waste disposal.

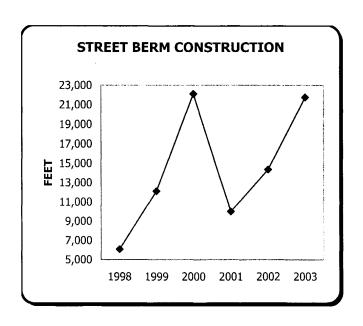
Account 5297 Recycling Services has been decreased by \$21,500, as the Town was able to negotiate a favorable curbside contract with Waste Management with nominal annual increases, which included expanding the collection to include "all" plastics (#1-#7) and giving the Town a paper credit if the regional market for the mixed paper is above \$30 a ton.

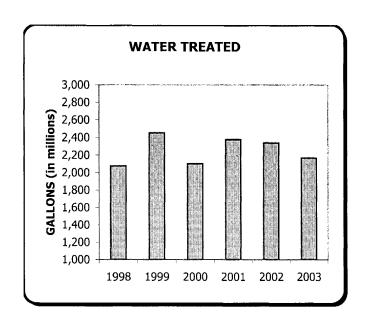
#### **WATER**

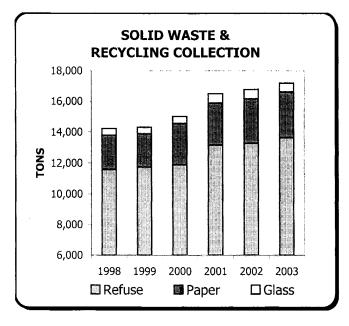
#### WATER TREATMENT DIVISION:

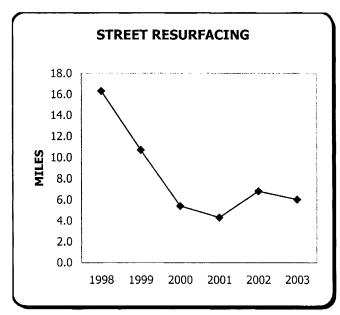
The division will continue to focus on meeting water quality and water supply demands. Maintenance activities will identify feasible, alternative repair/replacement solutions, create a weighted set of criteria against which to evaluate various solutions, and perform initial and final screenings to determine the most cost effective repair techniques. The division will take advantage of Information System Technology to monitor 24/7 operations of wastewater facilities and remote water pumping stations to streamline operations while maintaining current staffing levels.

## **PUBLIC WORKS STATISTICS**









	Position Classification	FY2002	<u>FY2003</u>	FY2004	TM REC <u>FY2005</u>	AMOUNT FY2005
	PUBLIC WORKS					
	DPW ADMINISTRATION					
M-3	Director of Public Works	1	1	1	1	96,608
I-24	Business Manager	1	1	1	1	66,460
I-14	Administrative Secretary	1	1	1	1	45,232
	ENGINEEDING					208,300
I-28	ENGINEERING	1	1	1	1	81,943
1-26 1-26	Town Engineer Asst. Town Engineer	1	1	1 1	1	71,777
I-20 I-22	Construction Inspector	1	1	1	1	62,453
I-22	Junior Civil Engineer	1	1	1	transfer to Water	02, <del>4</del> 00
120	outhor civil Engineer	•	,	•	tionsier to water	216,173
	HIGHWAY					210,110
1-28	Superintendent	1	1	1	1	76,140
I <b>-</b> 26	General Foreman	1	1	1	1	73,930
W-9	Working Foreman	1	2	2	2	100,257
W-5	Grader/Equipment Operator II	1	1	1	1	44,473
W-4	Equipment Operator II	6	5	5	8	338,499
W-3	Equipment Operator I	7	7	7	3	119,457
	Vacancy factor			(1)		_
	TOTAL	24	24	23	22	752,756
	SEWER					
1-20	Projects Engineer	1	1	1	1	55,057
I-24	GIS Coordinator	0.5	0.5	0.5	0.5	25,240
W-9	WTF Station Operator	2	2	2	2	99,532
W-9	Working Foreman	1	1	1 1	1	50,015
W-5 I-12	Licensed Maintenance Office Assistant II	1	1	0.6	1 <u>0.6</u>	43,617 26,818
I-12		<u>0.6</u>	<u>0.6</u>			
	TOTAL	6.1	6.1	6.1	6.1	300,279
	WATER		_			00.050
I-28	Superintendent-Water Treatment Plant	1	1	1	1	80,858
I-28	Superintendent-Distribution	1	1	1 1	1	80,858 <b>7</b> 0,847
1-26	Chief of Maintenance	1 1	1 1	1	1 1	72,847 73,930
I-26	General Foreman- Distribution	0.5	0.5	0.5	0.5	25,240
1-24 1-22	GIS Coordinator Civil Eng/CADD Manager	0.5	0.5	0.5	0.5	51,597
1-22 1-22	Water Resources Coordinator	0.8	0.8	0.8	0.8	47,334
I-24	Chief Chemist	1	1	1	1	66,138
I-22	Environmental Analyst	1	1	1	1	48,449
I-20	Junior Civil Engineer	•	•		1	43,482
I-16	Water/Sewer Account Supervisor	1	1	1	1	50,315
I-14	Administrative Secretary	1	1	1	1	45,904
I-14	Office Assistant III	1	1	1	1	45,906
W-9	WTF Station Operator	5	5	4	4	197,321
W-5	Licensed Maintenance	5	5	5	5	219,583
W-3	Water Meter Reader	2	2	2		83,044
W-1	Custodian	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	38,969
	TOTAL	24.3	24.3	23.3		1,271,775

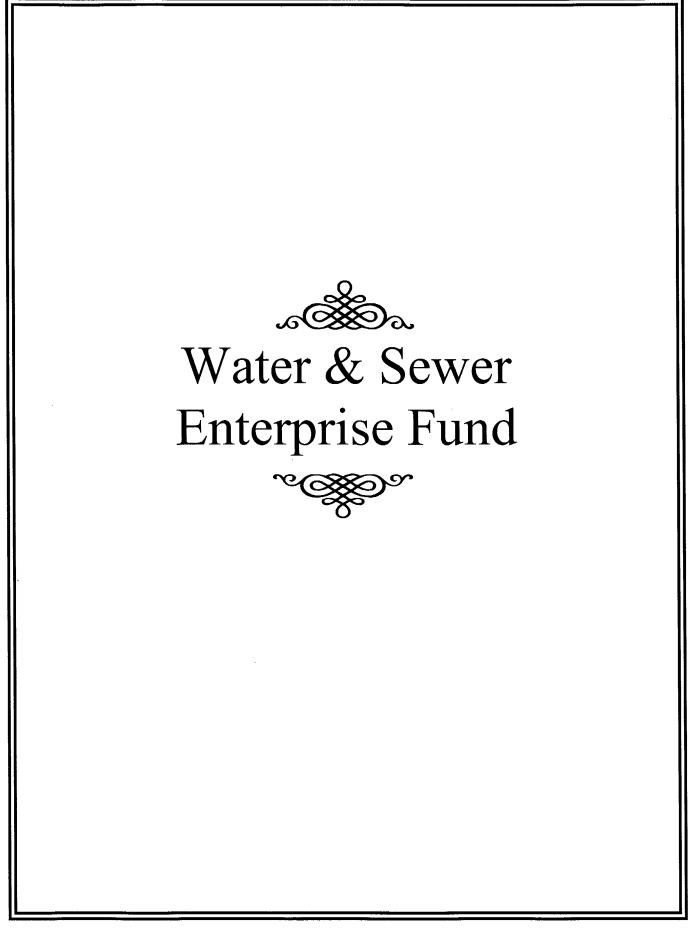
				-	TOWN MGR
	ACTUAL	ACTUAL	BUDGET	ESTIMATE	RECOMM.
	FY2002	FY2003	FY2004	FY2004	FY2005
DPW ADMINISTRATION PUBLIC WORKS					
014211 DPW ADMINISTRATION SALARIES					
5110 REGULAR WAGES	183,036	200,719	200,084	207,004	208,300
5130 PART TIME	1,922	0	0	0	0
5185 REG RETRO C/Y RETIRE	2,523	2,154	0	0	0
5187 REGULAR RETRO P/Y RET	0	3,312	0	3,225	0
DPW ADMINISTRATION SALARIES	187,481	206,185	200,084	210,229	208,300
014212 DPW ADMINISTRATION EXPENDITURES					
5720 TRAVEL/OUT-OF-STATE	1,800	440	2,000	2,000	2,000
DPW ADMINISTRATION EXPENDITURES	1,800	440	2,000	2,000	2,000
TOTAL DPW ADMINISTRATION	189,281	206,625	202,084	212,229	210,300

	ACTUAL	ACTUAL	BUDGET	ESTIMATE	OWN MGR RECOMM.
	FY2002	FY2003	FY2004	FY2004	FY2005
DPW HIGHWAY PUBLIC WORKS					
014221 HIGHWAY SALARIES					
5110 REGULAR WAGES	672,046	707,796	702,841	712,333	752,756
5120 OVERTIME	102,208	76,093	85,000	85,000	85,000
5160 SNOW OVERTIME	194,324	231,654	160,000	160,000	180,000
5185 REG RETRO C/Y RETIRE	4,547	0	0	0	0
5187 REGULAR RETRO P/Y RET	0	19,748	0	4,857	0
5188 OVERTIME RETRO P/Y NO RET	0	10,317	0	0	0
HIGHWAY SALARIES	973,126	1,045,608	947,841	962,190	1,017,756
014222 HIGHWAY DEPT EXPENDITURES					
5220 TELEPHONE	7,049	7,587	9,000	9,000	9,000
5290 FEMA/DISASTER	505	0	0	0	0
5291 RENTALS EQUIPMENT	399,090	1,095,829	735,000	735,000	835,000
5294 CLOTHING ALLOWANCE	4,550	5,607	5,400	5,400	5,400
5295 OTHER SERVICES / CHGS	58,193	40,276	50,000	50,000	50,000
5310 OFFICE SUPPLIES	412	158	400	400	400
5330 OPERATING SUPPLIES BLDGS	20,358	15,893	18,000	18,000	18,000
5350 OPERATING SUPPLIES EQUIPMENT	7,409	0	8,000	8,000	8,000
5355 AUTOMOTIVE FUEL	0	0	28,000	28,000	28,000
5360 REPAIR PARTS EQUIPMENT	12,203	6,862	8,000	8,000	8,000
5370 OPERATING SUPPLIES CONSTRUCT	124,989	116,832	111,000	111,000	111,000
5375 ROAD SALT	158,188	179,178	150,000	150,000	150,000
5376 SAND	28,922	72,582	62,000	62,000	62,000
5395 OTHER COMMODITIES	3,764	4,251	4,000	4,000	4,000
5410 MACHINERY / EQUIPMENT	94,957	22,777	30,000	30,000	30,000
5710 TRAVEL/IN-STATE	499	653	600	600	600
HIGHWAY DEPT EXPENDITURES	921,089		1,219,400	1,219,400	1,319,400
TOTAL				2 101 500	2 227 156
DPW HIGHWAY	1,894,214	2,614,095	2,167,241	2,181,590	2,337,156

	ACTUAL FY2002	ACTUAL FY2003	BUDGET FY2004	ESTIMATE FY2004	RECOMM. FY2005
DPW SOLID WASTE PUBLIC WORKS					
014331 SOLID WASTE SALARIES					
5120 OVERTIME	2,823	634	3,500	3,500	3,500
5188 OVERTIME RETRO P/Y NO RET	0	99	0	0	0
SOLID WASTE SALARIES	2,823	733	3,500	3,500	3,500
014332 SOLID WASTE EXPENDITURES					
5250 ADVERTISING	11,010	6,321	11,000	11,000	11,000
5270 PRINTING	3,665	4,075	6,000	6,000	6,000
5291 RENTALS EQUIPMENT	13,899	26,550	35,000	35,000	35,000
5295 OTHER SERVICES / CHGS	2,061,283	2,168,498	1,880,000	1,880,000	1,610,000
5297 RECYCLING SERVICES	378,675	391,128	430,000	430,000	466,000
SOLID WASTE EXPENDITURES	2,468,532	2,596,571	2,362,000	2,362,000	2,128,000
TOTAL DPW SOLID WASTE	2,471,355	2,597,305	2,365,500	2,365,500	2,131,500

				-	TOWN MGR
	ACTUAL	ACTUAL	BUDGET	ESTIMATE	RECOMM.
	FY2002	FY2003	FY2004	FY2004	FY2005
DPW STREET LIGHTING PUBLIC WORKS					
014242 STREET LIGHTING EXPENDITURES					
5211 ELECTRICITY	198,747	210,050	220,000	220,000	220,000
STREET LIGHTING EXPENDITURES	198,747	210,050	220,000	220,000	220,000
TOTAL DPW STREET LIGHTING	198,747	210,050	220,000	220,000	220,000

	ACTUAL FY2002	ACTUAL FY2003	BUDGET FY2004	ESTIMATE FY2004	FY2005
DPW ENGINEERING PUBLIC WORKS					
014101 ENGINEERING SALARIES					
5110 REGULAR WAGES	233,365	244,059	248,515	264,929	216,173
5130 PART TIME	14,238	6,237	15,000	15,000	15,000
5185 REG RETRO C/Y RETIRE	6,329	0	0	0	0
5187 REGULAR RETRO P/Y RET	0	0	0	7,322	0
ENGINEERING SALARIES	253,932	250,296	263,515	287,251	231,173
014102 ENGINEERING EXPENDITURES					
5282 MAINT/REPAIRS OFFICE EQUIP	1,996	2,625	2,500	2,500	2,500
5295 OTHER SERVICES / CHGS	828	190	700	700	700
5310 OFFICE SUPPLIES	1,653	988	1,000	1,000	1,000
5380 MINOR APPARATUS / TOOLS	3	566	500	500	500
5395 OTHER COMMODITIES	1,041	287	650	650	650
5710 TRAVEL/IN-STATE	120	0	300	300	300
5730 DUES/SUBSCRIPTIONS	186	5,689	200	200	200
ENGINEERING EXPENDITURES	5,827	10,346	5,850	5,850	5,850
TOTAL DPW ENGINEERING	259,759	260,642	269,365	293,101	237,023



	ACTUAL ACTUAL				OWN MGR	
	ACTUAL		BUDGET	ESTIMATE		
	FY2002	FY2003	FY2004	FY2004	FY2005	
WATER DEPT						
PUBLIC WORKS						
71001 WATER ENTERPRISE FUND SALARIES						
5110 REGULAR WAGES	1,037,283	1,063,121	1,148,354	1,188,651	1,224,441	
5120 OVERTIME	241,389	220,636	288,500	288,500	288,500	
5130 PART TIME	35,647	69,469	43,000	45,840	47,334	
5140 SEASONAL	9,164	24,748	9,000	9,000	10,000	
5141 OUR TOWN	7,168	2,952	0	0	0	
5185 REG RETRO C/Y RETIRE	15,078	0	0	0	0	
5186 OVERTIME RETRO C/Y NO RET	325	0	0	0	0	
5187 REGULAR RETRO P/Y RET	0	18,705	0	18,706	0	
5188 OVERTIME RETRO P/Y NO RET	0	8,363	0	201	0	
5189 UNCLASSIFIED PAYROLL	0	0	43,000	0	0	
WATER ENTERPRISE FUND SALARIES	1,346,054	1,407,993	1,531,854	1,550,898	1,570,275	
71002 WATER EXPENSES						
5211 ELECTRICITY	481,951	492,799	545,000	545,000	645,000	
5213 HEATING OIL/NATURAL GAS	48,582	59,641	60,000	60,000	60,000	
5220 TELEPHONE	27,038	28,148	30,000	30,000	30,000	
5250 ADVERTISING	591	2,197	5,000	5,000	5,000	
5270 PRINTING	9,118	2,699	9,000	9,000	9,000	
5285 MAINT REPAIRS / OTHER EQUIP	150,675	105,176	100,000	100,000	115,000	
5294 CLOTHING ALLOWANCE	3,900	3,250	4,225	4,225	4,225	
5295 OTHER SERVICES / CHGS	227,246	201,243	167,000	167,000	170,500	
5310 OFFICE SUPPLIES	7,237	9,045	7,000	7,000	7,000	
5323 CHEMICALS	445,406	299,967	400,000	400,000	400,000	
5324 WATER LAB SP/EQUIP	0	57,546	65,000	65,000	65,000	
5325 WATER CONSERVATION	0	14,599	35,000	35,000	35,000	
5330 OPERATING SUPPLIES BLDGS	8,779	30,127	11,000	11,000	14,000	
5335 FUEL OIL	724	1,457	12,000	12,000	12,000	
5350 OPERATING SUPPLIES EQUIPMENT	134,726	149,495	155,000	155,000	155,000	
5355 AUTOMOTIVE FUEL	16,714	20,250	25,000	25,000	25,000	
5360 REPAIR PARTS EQUIPMENT	52,902	55,129	115,000	115,000	115,000	
5364 REPAIRS-WATER VEHICLES	0	9,892	12,000	12,000	12,000	
5380 MINOR APPARATUS / TOOLS	4,598	2,181	6,000		6,000	
5395 OTHER COMMODITIES	49,219	27,521	32,000		32,000	
5410 MACHINERY / EQUIPMENT	22,939	43,067	77,500		127,000	
5430 OTHER EQUIPMENT	12,100	0	0		0	
5710 TRAVEL/IN-STATE	4,834	3,371	5,000		5,000	
5720 TRAVEL/OUT-OF-STATE	633	1,075	5,000		5,000	
5730 DUES/SUBSCRIPTIONS	57,745	27,147	44,000		44,000	
				<del>-</del>		
WATER EXPENSES	1,767,658	1,647,023	1,926,725	1,926,725	2,097,725	
TOTAL WATER DEPT	3,113,712	3,055,016	3,458,579	3,477,623	3,668,000	

## **ENTERPRISE BUDGET/RATE**

	FY2004 BUDGET	FY2005 TM BUDGET
WATER		
WATER Direct Costs:		·
Personal services	1,531,854	1,570,275
Ordinary Maint.	1,926,725	2,094,225
Capital Articles	, <u>0</u>	0
TOTAL DIRECT COSTS	3,458,579	3,664,500
INDIRECT COSTS		
Vehicle Maint.	70,744	74,282
DPW Admin.	97,659	102,541
Gen Admin. and Fin.	250,116	262,622
Maint. Admin	15,215	15,976
Motor Vehicle Ins.	17,008	17,858
Comprehensive Ins.	104,596	115,056
Workmen's Comp.	30,913	32,459
Retirement	192,662	244,295
Health Ins.	217,000	260,400
Engineering	75,982	<u>37,781</u>
TOTAL INDIRECT COSTS	1,071,894	1,163,269
DEBT SERVICE		
Existing Debt	1,383,541	1,529,337
Debt Authorized Not Yet Borrowed	26,000	64,000
CIP Debt		
TOTAL DEBT SERVICE	1,409,541	1,593,337
GRAND TOTAL COSTS	<u>5,940,014</u>	6,421,106
WATER REVENUES		
Water rates (NET)	6,100,000	6,300,000
Use increase	100,000	100,000
RATE factor	100%	100%
Projected Rate Collections	6,200,000	$6,40\overline{0,000}$
Service line fee	40,000	40,000
Water testing fee	5,000	5,000
Water liens	40,000	40,000
Water connection	50,000	50,000
Interest income	50,000	80,000
Water betterments	1,947	1,947
Transfer from Reserves	$\underline{0}$	<u>0</u>
GRAND TOTAL REVENUES	<u>6,386,947</u>	<u>6,616,947</u>
SHDBI HS//DEEICIT)	446 022	105 041
SURPLUS/(DEFICIT) % Self sufficient	446,933 108%	195,841 103%
70 Self Sufficient	100%	103%
New rate	2.52	2.52
Old rate	2.52 2.52	2.52 2.52
Rate increase	$\frac{2.52}{0.00}$	$\frac{2.52}{0.00}$
	2.30	

	ACTUAL FY2002	ACTUAL FY2003	BUDGET FY2004	ESTIMATE FY2004	FY2005
SEWER DEPT PUBLIC WORKS					
70001 SEWER PERSONAL SERVICES					
5110 REGULAR WAGES	214,843	233,326	266,830	271,703	300,279
5120 OVERTIME	18,511	15,584	33,000	33,000	33,000
5130 PART TIME	16,238	49,190	22,702	24,201	26,818
5187 REGULAR RETRO P/Y RET	0	6,302	0	2,930	0
5188 OVERTIME RETRO P/Y NO RET	0	913	0	7	0
5189 UNCLASSIFIED PAYROLL	0	0	7,000	0	0
SEWER PERSONAL SERVICES	249,592	305,314	329,532	331,841	360,097
70002 SEWER EXPENSES					
5211 ELECTRICITY	31,941	44,638	50,000	50,000	65,000
5220 TELEPHONE	2,006	1,921	5,000	5,000	5,000
5270 PRINTING	0	0	600	600	600
5294 CLOTHING ALLOWANCE	1,300	1,300	1,300	1,300	1,300
5295 OTHER SERVICES / CHGS	63,323	117,405	81,000	81,000	90,500
5323 CHEMICALS	0	1,688	3,100	3,100	10,100
5330 OPERATING SUPPLIES BLDGS	9,632	4,815	1,000	1,000	2,000
5335 FUEL OIL	3,575	1,606	9,000	9,000	9,000
5360 REPAIR PARTS EQUIPMENT	11,634	13,574	25,000	25,000	30,000
5380 MINOR APPARATUS / TOOLS	0	561	0	0	1,000
5410 MACHINERY / EQUIPMENT	46,696	28,703	54,000	54,000	60,000
5600 GREATER LAW SANITARY DISTRICT	1,154,905	1,181,735	1,314,700	1,314,700	1,350,000
5710 TRAVEL/IN-STATE	150	0	600	600	600
SEWER EXPENSES	1,325,160	1,397,946	1,545,300	1,545,300	1,625,100
TOTAL					
SEWER DEPT	1,574,753	1,703,261	1,874,832	1,877,141	1,985,197

## **ENTERPRISE BUDGET/RATE**

<u>BUDGET</u> <u>TM BUDGET</u>	-
SEWER	
SEWER Direct Costs:	
Personal services 329,532 360,0	97
Ordinary Maint. 230,600 275,1	00
Capital Articles	
Sewer Assessment <u>1,314,700</u> <u>1,350,0</u>	
TOTAL DIRECT COSTS 1,874,832 1,985,1	97
INDIRECT COSTS	
Vehicle Maint. 26,808 26,8	808
DPW Admin. 19,208 19,2	80.
Gen Admin. and Fin. 41,088 41,0	
Maint. Admin 5,685 5,6	
Motor Vehicle Ins. 5,991 5,9	
Comprehensive Ins. 4,581 4,5	
Workmen's Comp. 12,616 12,6	
Retirement 26,118 26,1	
Health Ins. 30,695 36,8	
Engineering         43,507         43,5           TOTAL INDIRECT COSTS         216,296         222,4	_
101AL INDIRECT COSTS 210,290 222,4	-54
DEBT SERVICE	
Existing Debt 2,196,700 2,415,0	
Debt Authorized Not Yet Borrowed 0 140,0	000
New Debt-CIP 0	0
BAN Interest <u>220,000</u> <u>20.0</u>	
TOTAL DEBT SERVICE 2,416,700 2,575,0	041
TOTAL COSTS 4,507,828 4,782,6	92
SEWER REVENUES	
Rates (Net) 3,045,000 3,120,0	000
Sewer use increase 75,000 100,0	
RATE factor 100% 104	
Projected rate collections 3,120,000 3,348,8	
Sewer liens 22,000 22,0	ነሰሰ
Committed interest 138,000 138,0	
Interest income 18,000 18,0	
Sewer betterments 150,000 150,0	
Sewer betterments (So.Main/Rogers Br) 885,000 885,0	
Sewer betterments (Forest Hill/Cross St) 174,000 174,0	
Transfer from Reserves 0 20,1	
GRAND TOTAL REVENUES 4,507,000 4,755,9	
SURPLUS/(DEFICIT) -828 -26,7	
% self sufficient 100% 99	9%
New rate 2.52 2	.62
	<u>.52</u>
	.10

## WATER AND SEWER RATE HISTORY

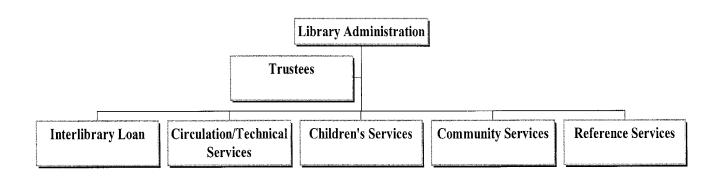
FISCAL YEAR	WATER RATE	SEWER RATE	WATER SALE TO OTHER COMMUNITIES
1LAN	IVIL	11/11/	STILL COMMONITIES
2005 (est)	2.52	2.62	3.02
2004	2.52	2.52	3.02
2003	2.52	2.52	3.02
2002	2.52	2.42	3.02
2001	2.52	2.42	3.02
2000	2.52	2.12	3.02
1999	2.52	1.98	3.02
1998	2.52	1.98	3.02
1997	2.52	1.98	
1996	2.52	1.98	3.02
1995	2.52	1.98	3.02
1994	2.52	1.98	3.02
1993	2.33	1.98	2.80
1992	2.33	1.98	2.80
1991	2.20	1.98	2.65
1990	1.91	1.82	2.36
1989	1.66	1.52	2.05
1988	1.44	1.15	1.78
1987	1.25	0.96	
1986	1.09	0.80	
1985	0.95	0.67	
1984	0.83	0.56	
1983	0.83	0.56	
1982	0.83	0.56	
1981	0.83	0.56	L I
1980	0.83	0.40	
1979	0.71	0.40	
1978	0.71	0.30	
1977	0.52	0.30	
1976	0.52	0.30	
1975	0.52	0.00	

#### NOTES

Rates are per 100 cubic feet

Typical residential bill calculated at 12,000 cubic feet per year. Varies depending upon wate

# Memorial Hall Library



### **Department Description**

Memorial Hall Library makes available a broad range of library materials, provides up-to-date and accurate information, and offers services and programs desired by the community of Andover.

The Circulation Desk is the initial point of service for most adults using the library and this nerve center of library operations coordinates all loans of library materials, reserves, overdues, and museum passes. The Circulation Department is also responsible for collection maintenance.

The Automation and Technical Services Department is responsible for ordering, receiving, cataloging and preparing all library materials for circulation. Catalog records are entered into the 35 member Merrimack Valley Library Consortium data base and are available to home users by searching through the Internet.

The Reference Department is the core of the information services provided to the community. Whatever the question, the Reference Librarians are prepared to search the library's collection of books, periodicals, the Internet, CD ROM and on-line databases, microfilm, microfiche and pamphlets to find the needed answer. A network-wide special "Community Information Database" file is maintained to give needed information and referral to Merrimack Valley social agencies. The Reference Department maintains extensive legal and business files and supervises use of the local history collection contained in the Andover Room. The Reference Department maintains and provides instruction for the Internet connected workstations open to the public. A PC center is also available for patrons needing to use word processing software. The Reference Department also monitors a "live" reference collaborative service to answer questions online 24 hours a day, 7 days a week. As the supplemental reference center for the newly formed Northeast Massachusetts Regional Library System, the department answers questions from non-residents and other libraries in northeastern Massachusetts.

The Children's Room plans and provides services for children of Andover, birth through grade 6. Programs such as story hours, story crafts, music and summer reading programs form a continuing base of activities. All programs are planned to meet children's developmental needs. The Children's Room staff are especially mindful of the need to help children and their families select the materials they need to progress as readers and as learners. Teen services to middle and high school students include a separate space (Young Adult—Teens Room) for study and teen related collections with YA staff assigned to assist students with their use of library resources. The Children's Room and Young Adult department maintain a cooperative relationship with Andover Schools.

The Community Services Librarian organizes library programs, exhibits and publications and serves as the library's liaison to the Friends of Memorial Hall library. Special services, including delivery to shut-ins, are provided.

The Inter-Library Loan Department processes inter-library loan requests from libraries in the Northeast Massachusetts Regional Library System. This department also coordinates and delivers requests for information and materials between all libraries in the region.

The library's traditional mission and goals are more and more reliant on technology-based solutions. Our **Information Services Department**, working closely with library administration, Town IS, and consortium technology staff, is responsible for ensuring that both public and staff have access to high quality electronic information products and a secure and reliable network infrastructure. The IS Department supports both staff and public (web-based) email and Internet access, Microsoft Office applications, reference databases, and the library's home page. Increasingly, IS staff is designing customized and innovative solutions that meet the evolving information needs of our users and that increase the productivity of our staff.

### **Mission Statement**

To make available a broad range of library materials, to provide up-to-date and accurate information, to offer services and programs desired by the community of Andover, to act as the most convenient point of access for the needed materials and information, to actively seek to make community members and organizations aware of library resources and services, and to utilize technology and the Internet to the fullest possible extent in carrying out this mission.

### **FY2004 Service Impacts**

Services either reduced or eliminated from budget reductions in FY04:

The following summary describes some of the negative changes that resulted from the FY04 reductions.

Staff Salaries – \$111,531 reduction in salaries means fewer staff will be available to help provide public service and carry out the background tasks. This reduction has been achieved through the elimination of jobs that were held by three part-time staff, the reduction of one full-time position to half-time, a reduction in the number of aides and pages, and the hiring of replacement staff at lower salaries than were paid to previous staff in FY03.

The following are reductions in services that will be noticed:

- Less help at the Reference Desk to answer questions
- Longer lines at the Circulation Desk
- Longer times for the books to get back on the shelves
- Fewer staff to help students with their homework
- Less crowd control during busy times
- Less assistance for people finding their way around the library
- A longer wait for new materials to be processed

Materials – \$76,502 eliminated from Materials. This will result in the following reductions in services:

- Fewer Children's Books
- Fewer best sellers
- Less current reference materials
- Reductions in electronic databases
- Fewer popular DVD's, Videotapes, CD's, and other high circulating materials
- In general, fewer materials for people to check out and use.

Other Expenses – \$45,800 reduced from other expenses means:

- Reductions in equipment maintenance and money for new equipment will result in a reduction of access to computers for accessing electronic information and word processing applications. Microfilm and microfiche machines may become broken and funds unavailable for their repair.
- Fewer public relations materials such as program announcements, booklists, brochures, children's program announcements, and other promotional type materials.
- Reduction in postage means fewer notices will be sent.
- Reduction in building, office and general supplies will result in the library depending upon some inventory from this year to supplement the reduction in FY 04. Long-term reduction in supplies will eventually mean not enough money for light bulbs, paper towels, security devices for non-print materials, and other basics of the library's operations.
- Travel reductions will mean staff will not be able to attend library conferences and workshops where the new trends and ideas are being discussed. A general stagnation in the library's ongoing development of new programs will result.

Total reduction: \$233,800

In addition, increased energy costs of \$20-30,000 must be covered from the expense budget. As a result, fewer library materials will be purchased.

## **FY2005 Objectives**

### DIVISION: ADMINISTRATION AND INFORMATION SERVICES

- To continue to develop and enact a vision of the library as the Andover community's portal to the resources available through the Internet.
  - Work with the Trustees, Staff, and Community to develop a strategic plan for the library that will result in the fulfillment of that part of the library's mission to utilize technology and the Internet to the fullest possible extent:

- Complete activities to create a 501 C3 organization to raise funds for library-based technology projects.
- Implement the two-year LSTS "Serving People with Disabilities" grant awarded through the Massachusetts Board of Library Commissioners by working with advisory groups and library staff to make the library more accessible to people with disabilities.
- ✓ Complete planning activities that will establish a vision for the library of the future.
- > Continue to supply the equipment and training for library users and staff that will fulfill the library's role as the provider of technology based information services for all library users and staff:
  - ✓ Expand the library's intranet to enhance communication, increase productivity, and improve staff morale.
  - ✓ Investigate options for appropriate computer technology for school-age children in the Children's Room and implement that technology in cooperation with the Children's Room staff
  - ✓ Implement server-based spam blocking software in staff email accounts.
  - ✓ Develop systems to enable staff to add web content to our home page safely, and in a consistent style.
  - ✓ Investigate and implement solutions that protect the integrity of our networks, both public and staff.
  - ✓ Develop replacement plan for both public and staff computers to prepare for the coming Horizon automation upgrade.
  - ✓ Work with the First Floor Redesign Committee to determine the best way to optimize public access to computing systems by:
    - Investigating the number of computers needed
    - Determining the specifications for new furniture that better utilizes space and provides more privacy
    - Determining if and where more network drops are needed
    - Planning for the expansion of wireless services
    - Carrying out other planning activities as needed.
- > Continue the design, and implementation of the library's home page in ways that will promote overall use of the library including increased use of its programs, collections, and electronic resources.
  - ✓ Complete the redesign web page, utilizing the programming skills of the library's technical staff working with a graphic designer t complete the page.
  - ✓ Continue to increase content on home page by training staff to assume responsibility for various sub webs, particularly teens, children's and local Andover information.
  - ✓ Increase community input into the Andover Area Community Events Calendar and promote calendar
  - ✓ Investigate feasibility of web-based access to a register of historical properties in Andover.
  - ✓ Participate in the Town's efforts to enhance the Town web page
- To continue to work with the 254 libraries in the Northeast Massachusetts Regional Library System to provide the best possible services to these libraries in the following areas:
  - > Take a leadership role in bringing 24/7 Reference service to all regional libraries
  - > Continue to provide Interlibrary Loan services in spite of severe cutbacks in state funding
  - End Andover's role as a "Supplementary Collections Center."
- To continue to work with the Plant and Facilities Department to complete the capital improvement project creating office space on the balcony, and an enhanced HVAC system for the top floor of the library
- To participate in the town-wide GIS project by providing public access to GIS products in the library.

### DIVISION: CIRCULATION AND TECHNICAL SERVICES DEPARTMENTS

- To develop and implement new procedures for ordering, inventorying, and storage of supplies to avoid duplication and prevent waste.
- To look at staff's off-desk duties and make adjustments due to staff skills and/or possible budget cuts.
- To continue to work with MVLC staff and member libraries to improve the Horizon automated system through the MVLC special interest groups

(Circulation/ILL and Technical Service groups)

- To optimize the display and organization of videos and DVDs in the Video Room and explore the need for more display space.
- To work with the Level 1 Design committee to assess first floor conditions and to recommend a plan for the ideal use of space.
- To investigate cataloging internet resources that appear on our homepage so they will appear as bibliographic records in Horizon
- To develop a technical services manual to document department procedures and policies. (we do have a Typists's Manual)
- To plan regular circulation department meetings to discuss new procedures and policies, problems, etc.

### DIVISION: REFERENCE

- To provide an answer for every person asking a question either through the resources available within the library or through the networked resources available outside the library.
- To develop services in the library's newly created Young Adult area by providing staff to assist students with homework and information literacy.
- To continue to provide outreach to Young Adults by offering programs, a teen web page, and resources to support Young Adult needs.
- To provide assistance to library patrons in the use of the web-based catalog and electronic databases by one-on-one training sessions.
- To participate in the 24/7 project run by the Metropolitan Cooperative Library System of Southern California (MCLS) to provide live chat reference coverage 24 hours a day, 7 days a week.
- To provide "live" reference service to all Massachusetts citizen in conjunction with the MassAnswers project
- To continue to monitor changes in school curriculum and to buy additional reference materials in needed subject areas.
- To train reference staff on software programs and new electronic databases.
- To continue to upgrade the software based signup system to more equitably provide access to the library's PC resources.
- To continue our efforts to preserve local historical materials as recommended in the Preservation survey completed in 2000.
- To continue to support the Northeast regional libraries by planning and carrying out workshops for member libraries and providing tours of Memorial Hall for visiting member librarians.
- To enhance Memorial Hall Library staff skills through their participation in regional and state training sessions.
- To continue to work on cooperative efforts with NMRLS, the Boston Public Library, and other regional providers of service in order to provide answers to all libraries and their requests for assistance.
- To provide classes for patrons in the use of our homepage, online catalog, electronic databases, and web searching.

### DIVISION: CHILDREN'S ROOM

- To continue to offer and promote reference and homework help with a dedicated staff member working at a reference desk in the new space in the Children's Room despite staff shortage. (Began in January 2003)
- To revamp and promote summer reading lists as a cooperative venture with Andover Schools that will show results in July and August.
- To offer a series of programs during the year for "Homeschoolers" who use the Children's Room as a resource.
- To continue to develop the Children's Room web site as part of the library's redesign of the home page.
- To develop DVD, audio book, and CD books collections that serves patrons while saving space.
- To offer additional programming for the very young, i.e. infants and toddlers and parents both as a service to the patrons and as a way to attract new families to the Children's Room. To offer programs, which meet the needs of our youngest patrons, focused on Emergent or Early Literacy and language development.
- To continue to monitor developments with the curriculum frameworks as adopted by Andover Schools and to search out materials that will be helpful to teachers and students in those areas.
- To collaborate with the Young Adult staff and create services for our older elementary students to provide a "bridge" to the Teen/Young Adult Department.
- To develop technology and reference services for elementary school children. This may include re-designing the reference space and securing funding for computers for The Children's Room.

- To enhance current programming for young elementary children and their parents. We are seeking an LSTA grant in FY05 for the Mother Goose Asks Why program to bring a science and literature based activity program to our library for this age group.
- To continue to cooperate with the local pre-schools and day care centers by providing literature kits and by hosting visits or making visits to conduct story times.
- To enhance our reader's advisory services through staff book reviews and book lists. (Begun December 2003)

#### **DIVISION: COMMUNITY SERVICES**

- To continue to work with the Library's Information Services and Reference Departments on the community calendar.
- To continue to develop monthly weekday programs, Sunday concerts, and displays throughout the library.
- To continue the month-long series of programs dealing with genealogy and a separate series on fishing.
- To establish a series of "Brown Bag" lunchtime programs based on community issues.
- To continue to work with the Reference Dept. & Merrimack Valley Library Consortium, to call organizations
  and verify information for the Community Information Data base and Summer Camps in the Merrimack Valley.
- To establish a "Brown Bag" lunch program for the entire Andover Community. Speakers would be Department Heads from Andover addressing topics of potential interest to the town at large.
- To continue to work with the FRIENDS of the Library in developing programs, fundraising, and cooperative
  ventures with libraries in other countries.
- To continue to work with the senior volunteers on the 3 books sales and on sorting and storing books in the limited space in the library.

#### DIVISION: INTERLIBRAY LOAN

- To more effectively manage handling the pull-list, routing and sorting tasks associated with the expanding amount of network transfer activity within MVLC.
- To develop creative strategies for providing quality regional interlibrary loan services within the current statewide fiscal constraints
- Work with the IT staff to develop more efficient procedures for tracking statistics refine the Access database developed last year.

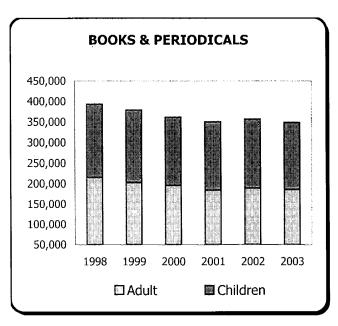
## **FY2005 Operating Plan**

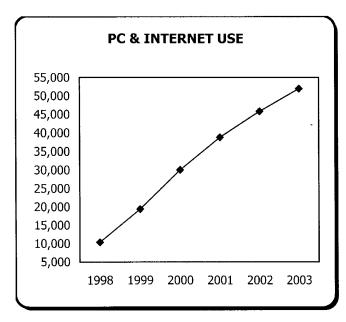
### IMPACT ON OPERATIONS FROM PROPOSED BUDGET FOR FY05:

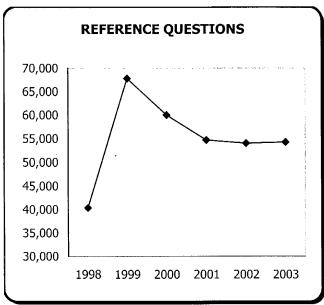
- Staffing The proposed staffing level will result in a .5 FTE budget reduction. This will be achieved from the end of the library's role as Supplementary Collections Center for the region.
- Expenses The proposed expenses are level-funded in total, but this has been achieved through a cut of \$29,400 to the materials line. This cut was made to offset increases of \$24,000 in electricity and \$10,000 in fuel. Other lines were also cut to help offset these increases.

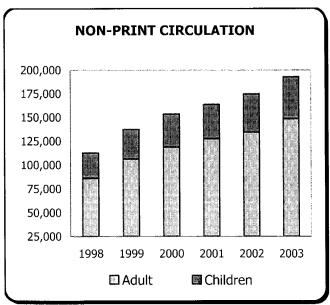
Andover's Memorial Hall Library has a proud tradition that is recognized throughout Massachusetts of being a leader in providing library services. As the regional reference, inter-library loan, and supplementary collections center for this part of the state, Memorial Hall has been looked to as an example of how a library can provide the information and materials wanted and needed by library users. Cuts to the library budget have degraded services already. Any additional cuts will require some corresponding cutbacks in hours of service.

## LIBRARY STATISTICS



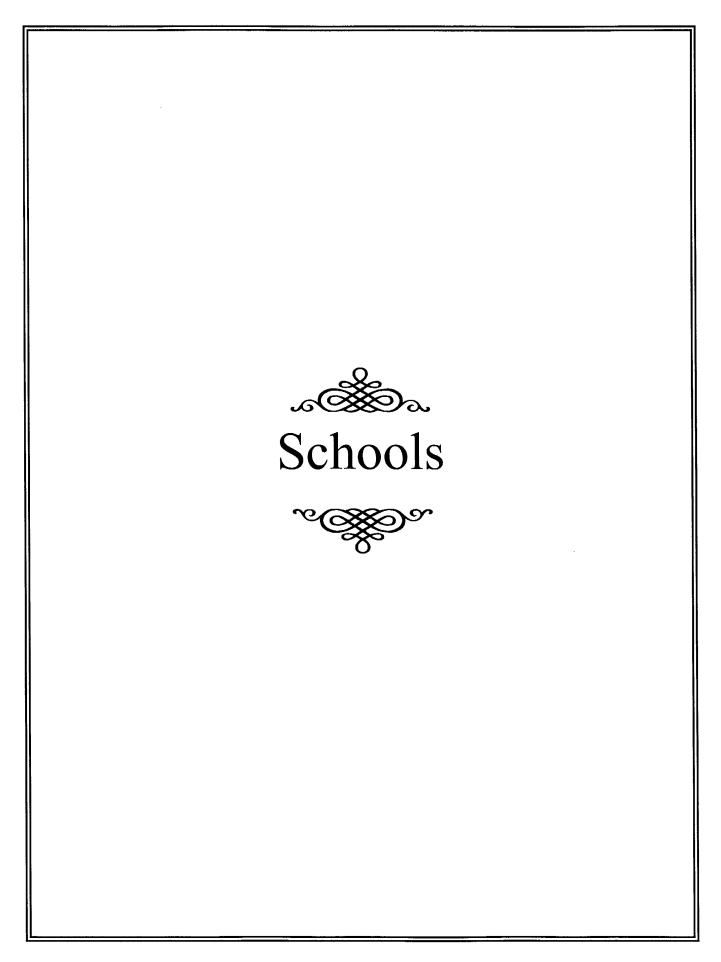






	Position <u>Classification</u>	FY2002	<u>FY2003</u>	FY2004	TM REC <u>FY2005</u>	AMOUNT FY2005
	MEMORIAL HALL LIBRARY					
	Full Time					
M-2	Library Director	1	1	1	1	88,166
I-26	Assistant Library Director	1	1	1	1	71,777
I-26	Coordinator Technical & Circulation Services	1	1	1	1	73,930
I-24	Network Administrator	1	1	1	1	64,144
1-24	Librarian Coordinator	3	3	3	3	195,767
I-24	Library Systems Administrator	1	1	1	1	61,840
1-20	Comm Serv Librarian	1	1	1	1	57,479
I-20	Librarian	4	4	5	5	286,829
I-18	Acquisitions Head	1	1	1	1	41,521
1-16	Executive Secretary	1	1	1	1	51,287
I-14	Library Asst II - Circulation	1	1	2	2	89,087
l-12	Library Assistant	5	4	3	2	87,290
						1,169,117
	Part Time					
1-20	Librarian	5	5	3.8	3.8	197,265
1-14	Library Asst II - Circulation	0.8	0.8	_	-	
l-12	Library Assistant	6.8	6.8	6.1	6.7	267,411
	Pages, Monitors, Aides					115,000
	-				<del></del>	579,676
	TOTAL POSITIONS	33.6	32.6	30.9	30.5	,

				٦	TOWN MGR
	ACTUAL	ACTUAL	BUDGET	ESTIMATE	RECOMM.
	FY2002	FY2003	FY2004	FY2004	FY2005
LIBRARY LIBRARY					
016101 LIBRARY SALARIES					
5110 REGULAR WAGES	1,041,166	1,122,683	1,136,470	1,205,710	1,169,117
5120 OVERTIME	40,840	39,618	43,100	43,100	43,100
5130 PART TIME	621,987	537,408	528,826	555,083	579,676
5185 REG RETRO C/Y RETIRE	39,271	1,979	0	0	0
5186 OVERTIME RETRO C/Y NO RET	1,016	0	0	0	0
5187 REGULAR RETRO P/Y RET	0	3,075	0	43,968	0
5188 OVERTIME RETRO P/Y NO RET	0	0	0	1,189	0
LIBRARY SALARIES	1,744,280	1,704,764	1,708,396	1,849,050	1,791,893
016102 LIBRARY EXPENDITURES					
5211 ELECTRICITY	52,782	60,253	58,000	79,600	82,000
5213 HEATING OIL/NATURAL GAS	17,913	28,583	20,000	28,000	30,000
5220 TELEPHONE	6,672	3,919	6,000	6,000	5,000
5225 POSTAGE	20,950	11,089	15,000	15,000	14,000
5270 PRINTING	1,327	1,110	500	500	1,000
5282 MAINT/REPAIRS OFFICE EQUIP	2,784	1,862	3,000	3,000	2,000
5284 MAINT/REPAIRS COMPUTER	86,368	87,241	89,000	89,000	89,000
5285 MAINT REPAIRS / OTHER EQUIP	2,820	2,138	3,000	3,000	2,500
5295 OTHER SERVICES / CHGS	14,623	9,952	4,000	4,000	4,000
5310 OFFICE SUPPLIES	3,624	2,255	3,500	3,500	3,500
5330 OPERATING SUPPLIES BLDGS	5,636	5,534	6,700	6,700	6,700
5350 OPERATING SUPPLIES EQUIPMENT	24,727	21,233	19,000	19,000	19,000
5360 REPAIR PARTS EQUIPMENT	696	923	900	800	800
5391 SUPPLIES/DATA PROCESSING	5,619	5,879	1,500	1,500	1,500
5394 SUPPLIES/BOOKS/PERIODICALS	352,725	293,310	274,000	246,000	246,000
5430 OTHER EQUIPMENT	30,787	10,531	16,500	15,000	15,000
5710 TRAVEL/IN-STATE	2,625	2,301	1,200	1,200	1,200
5720 TRAVEL/OUT-OF-STATE	2,407	0	0	0	0
5730 DUES/SUBSCRIPTIONS	2,400	1,641	1,000	1,000	1,000
LIBRARY EXPENDITURES	637,484	549,756	522,800	522,800	524,200
TOTAL LIBRARY	2,381,765	2,254,520	2,231,196	2,371,850	2,316,093



### ANDOVER PUBLIC SCHOOLS

### SUPERINTENDENT'S PRELIMINARY BUDGET

### **FISCAL YEAR 2005**

### **EXECUTIVE SUMMARY**

### **FEBRUARY 10, 2004**

#### Andover Public Schools – Vision Statement (adopted by School Committee – October, 1997)

- The Andover Public Schools is a student-centered, family orientated system with high expectations and a long tradition of achievement. We value uniqueness of each student who enters our schools. We believe strongly that every child can learn and deserves a high-quality education
- We are committed to developing life-long learners who value themselves, respect the environment and the diversity of its people, and are prepared to fulfill their responsibilities as world citizens. Our programs will develop literacy, teamwork, wellness, creativity, and the ability to solve problems. Our graduates will know how to learn.
- In partnership with the community, we will strive to lead, educate, and inspire. This steadfast commitment to learning is central to our common being. We work to honor the potential that resides in us all.

# School Committee Goals for the 2003-2004 School Year:

**Over-riding goal**: Ensure exemplary schools for our children

Working goal: Focus on district theme:
Building Learning Communities
GOAL 1: Student Achievement - Base all decisions under the basic assumption that each child is a constant learner
GOAL 2:Teacher Quality (Administrators and all staff)

GOAL 3: Finances/Budget for coming Year

GOAL 4: Communications

On behalf of the students of the Andover Public Schools I respectfully submit to the Andover School Committee and to the citizens they represent, the Superintendent's Preliminary School Department Budget for fiscal year 2005.

My preliminary budget totals \$48,990,928. This includes a request for \$38,248,326 in personal services and \$10,742,602 in expenses. No wage increases are included, as contract negotiations are still underway.

This budget is a 4.5% (\$2,102,663) increase over the FY04 budget of \$46,888,265<sup>1</sup>, and most probably is a request greater than the revenues as calculated by the budget model. The key factors driving the increases to this budget over last year's are:

- School Committee's and my goal to maintain services for Andover students, which accounts for an increase to the budget of \$703,775 (See Table 1 on page 6)
- Department of Education's Corrective Action Plan that requires all high school students be scheduled into 990 hours of direct instruction, which adds \$692,026 for 10 additional teachers, and includes the 4.6 teachers added to the FY04 budget. (See Table 2 on page 6)
- Continued growth of our Special Education Program for In-District and Out-of-District Students, at an increase of \$706,861. (See Table 3 on page 6)

### The process we used to formulate this Budget:

As in past years, the staff and programs contained in this budget are those proposed by the Principals and their staff, and districtwide administrators. This is a budget generated from the schoolhouse level, not from central office. It reflects parents' priorities that we have heard repeatedly in recent

years to: 1) maintain small class size in our elementary schools, 2) maintain the middle school team concept, and 3) enable all students to earn a minimum of 7.5 course credits each year at Andover High School.

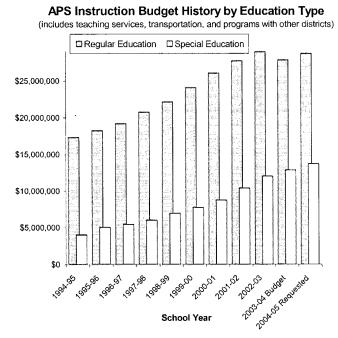
<sup>&</sup>lt;sup>1</sup> Final FY04 Budget approved at Town Meeting.

### **Historical Perspective**

This year we stepped back to take a look at our budgeting history over a 6 to 10-year period. In doing so, we confirmed that the most significant trend over these years is the reduction of staff and programs for regular education. One reason stands out as the most significant. This is the impact of the rising cost of Special Education, especially the cost of in-district SPED.

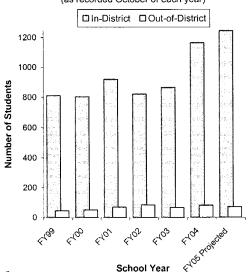
# Continuous increase in Special Education costs

As the graph to the right shows, Special Education costs have had a major impact on the budget. In recent years the focus has been on the growing out-of-district SPED costs. This makes sense, because the cost is high per pupil. These are children who need substantial services that cannot be provided in our schools. In fact, next year we forecast that the out-ofdistrict cost will total \$5,278,101, which will be 10.8% of the total budget. A far greater impact on the budget, however, has been the in-district SPED costs, which will rise this year to \$8,188,487. This amounts to 17.2% of our total budget. Our combined out-of-district and indistrict SPED costs will total \$13,466,588, which is 28% of the FY05 budget. Six years ago SPED costs accounted for 21% of the budget.



We predict that in-district SPED costs will continue to outpace out-of-district costs by a substantial percent, as the graph below illustrates. There are 3 reasons:

APS Special Education Enrollment History
(as recorded October of each year)



- The major reason is the growth of our preschool, which is made up of SPED and typically developing children, ages 3 and 4. The preschool, housed at Shawsheen, is the fastest growing population in the district. In fact, with 70 preschool students now at Shawsheen, the school is slightly over-enrolled this year.<sup>2</sup>
- As we develop new programs in our district to reduce the growth of out-of-district placements, our in-district enrollment will rise, as the graph to the left indicates.
- As class sizes increase and support to classrooms declines (fewer reading teachers and other specialists), typically the number of children requiring special services grows.

<sup>&</sup>lt;sup>2</sup> Shawsheen is our only choice school, so if the school becomes over-crowded, we can limit new enrollments there, likely at the kindergarten level.

# Some examples of the reductions in recent years

# In our Elementary Schools: In FY03

Two assistant principals

- 3 classroom teachers
- .5 media specialist and 3.5 media assistants

#### In FY04

100% elimination of the elementary health teachers

50% reduction of physical education teachers

- 1.6 music teachers
- .5 technology teacher
- .2 reading teacher

30% reduction of schools' operating budgets

- 5.14 instructional assistants
- 5.15 2 SPED assistants
- 3 custodians

Loss of team leader, math teacher leader, and Webmaster positions

### In our Middle Schools In FY03

- 5 FTE teachers
- 3 FTE counselors
- 3 FTE of technology assistants
- 3 FTE media assistants

Funding for extracurricular activities Late bus el

#### In FY04

6 teachers (in integrated arts, technology, foreign language) Library program eliminated 18% of operating schools' budgets

### In our High School In FY03

### 2 Liaisons

Funding for extracurricular activities eliminated

10% reduction to athletic budget

1 FTE custodian

#### In FY04

9 FTE Teachers

4 FTE other staff

### Districtwide slowdowns

Cutback on administrative, custodial, and secretarial positions
Elementary Balanced Literacy program behind schedule
Middle School math implementation behind schedule
High School science and English

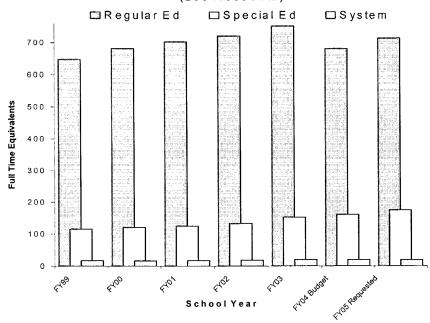
texts behind schedule High School integrated math pilot

### Impact on our schools

Increasing SPED costs over the last ten years has resulted in year-by-year cutbacks to the regular education programs and staffing. Additionally, we have not moved forward with curricular initiatives we had planned to do, as the box to the left outlines.

While SPED teachers, assistants and therapists are much-valued partners in the teaching of all children, the graph below shows that in order to pay for our SPED staff we have cut back on classroom teachers, specialists (P.E., Health, Music, Art, et), and other staff such as guidance counselors and reading teachers.

# APS Teaching Staff History by Ed Type (200 Accounts)



Two years ago we added 44.09 positions to staff the new schools, and to address SPED needs<sup>3</sup>, and then last year, when hard economic times hit, we lost 46.55 positions.<sup>4</sup> Since nearly all positions lost were regular education staff, we now have fewer regular education people to operate 10 schools than we had to operate 8 schools.

<sup>&</sup>lt;sup>3</sup> In 2000 DOE conducted a Coordinated Program Review to assess Andover's implementation of regulations for SPED, Civil Rights and Title 1. For those not implemented Andover needed to file a Corrective Action Plan. In 2003 DOE notified Andover that no further reports were required. Verification by DOE will take place in March 2004.

<sup>4</sup> We started the current year with the loss of 54 positions. Since that time we added 8.63. (4.6 positions to meet the

DOE's mandated 990-hour requirement, 3.51 SPED positions to meet the Special Education mandate. We also must meet the needs of students classified under Section 504 federal regulations (Students identified as requiring Section 504 accommodations have documented mental or physical impairments that limit one or more of the student's major life functions. Appropriate accommodations are required by law in order to prevent discrimination due to the disability.) Currently, our 504 budget totals \$76,632. We also added one teacher position to alleviate the large classes at High Plain's 4<sup>th</sup> grade, and eliminated the equivalent of 1 position to help defer these costs.

### The Long Term Value of our SPED Program

I have focused much of the Executive Summary on Special Education. I have done this with some regret, but I believe the public needs to understand the full impact of this largely unfounded mandate on the district's budget. At the same time, let there be no question about our collective commitment to our children with special needs. It is our legal obligation to do so. More important, by providing these children with services now, many will be able to acquire the skills and knowledge necessary to graduate, go on to college, and become productive citizens.

### **Actions to Increase Revenues for the FY-5 Budget**

Every year the district administrators explore avenues for increasing the dollars that come into the district. We have taken these actions:

### Grants:

Every year, for services we could not otherwise provide through our operational budget, we apply for and receive grants from Federal, State and other sources. Below is a summary over the last three years of grant dollars received and the FTE positions funded through grants. It is important to note that a number of the federal and state grants we received in the past no longer exist, so staff positions we once funded through grants we have eliminated. (**See Appendix 1 for the three-year details**) Recently, members of the School Committee and a small team of school staff, parents and community volunteers have created an effort to explore new grants sources.

	FY2002 Actual	FY2003 Actual	FY2004 known to date
Amount	\$1,258,628	\$1,392,492	\$1,742,653
FTE Funded	33.40 FTE	32.86 FTE	31.59 FTE

### User fees:

To increase revenues last year, we instituted a number of fees. This year I propose further increases. Of all actions I propose in this budget, this is the one I am most reluctant to recommend. I am concerned that if fees are too high for activities some of our students will not be able to participate. My proposed fee increases are listed below:

	FY04 Budgeted	FY05 Budget Proposal
Transportation	\$225,000	\$300,000
Athletics	\$150,000	\$200,000
All-Day K	\$ 50,000	\$ 75,000
High School Parking	\$ 30,000	\$ 30,000
Food Services	\$ 50,000	\$ 50,000
Athletic Revolving Acct.	<u>\$ 68,500</u>	<u>\$ 70,000</u>
	\$ 573,500	\$ 725,000

### The Good News this Year

Much of this Executive Summary spells out losses the school system has sustained in recent years due to substantial cuts to our regular education program. Even so, the Andover school system has continued to move forward in certain key areas. A few examples are:

- Our students moved from 9<sup>th</sup> to 7<sup>th</sup> place (out of 351 districts) on the MCAS (Massachusetts Comprehensive Assessment System).
- Through our remediation program at the high school 15 of the 17 students taking the mathematics retest
  moved from failing to nearly proficient on the MCAS test, and 13 of the 18 taking the English/LA
  moved to nearly proficient, truly remarkable achievements for the students and for the teachers who
  worked with them.
- We have moved forward in the following curricular areas: in Grade 9 students now take two science courses (Ecology, earth science, as well as physical science; Grades K-2 students are engaged in the Balanced Literacy Program; Grades K-3 Social Studies program is now aligned with new Frameworks; and Grade 5 Science program has added units in energy, weather, and machine to align with new Frameworks.
- Overall our schools have done well in meeting "Adequate Yearly Progress" for all our students, as defined by the federal No Child Left Behind (NCLB) Act.
- Nearly all our teachers and administrators have met the criteria "Highly Qualified," as defined by the NCLB Act, a feat not achieved in many school districts.
- Thanks to parent fees, we now have two all-day kindergartens in most of the elementary schools.
- We have continued to improve our professional learning program with the implementation of "MyLearningPlan" software (eliminating .5 clerical position).
- We are improving the professionalism of our staff through debate and discussion on becoming a Professional Learning Community.
- Our principals and central office administrators have scheduled more effectively the staff and programs they supervise and found ways to stretch their budgets further.
- We have cut back substantially on printing and copying costs as we have put on-line such items as our staff directory, school budget, school newsletters, and school committee packets.
- We have improved school websites for better communication with the community, and that also has cut back on printing costs.

These successes and cost-saving actions speak to our collective commitment in this community to provide high quality educational opportunities for all children, while constantly exploring and implementing ways to spend tax dollars responsibly. We all look forward to working with the community to further this process.

Respectfully submitted,

Dr. Claudia L. Bach

Superintendent of Schools

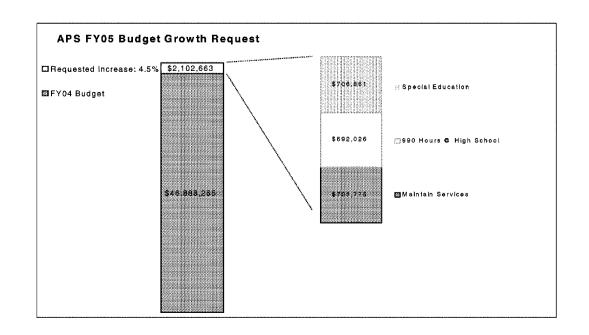


TABLE 1 LEVEL SERVICES BUDGET	
FY2005 PERSONAL SERVICES (Steps, tracks, longevity)	\$280,537
FY2005 CLASS SIZE (2.0 FTE)	\$83,082
FY2005 EXPENSES (Supplies, utilities, student transportation, etc.)	\$340,156
TOTAL	\$703,775

TABLE 2 DOE CORRECTIVE ACTION PLAN					
FY2004 POSITIONS (4.6 FTE)	\$200,000				
FY2005 POSITIONS (9.0 FTE) (Regular Education)	\$373,869				
FY2005 POSITIONS (1.4 FTE) (Special Education)	\$58,157				
FY2005 SUPPLIES, TEXTS	\$60,000				
TOTAL	\$692,026				

### FISCAL YEAR 2005 BUDGET SUMMARY

OPERATING BUDGET

Salaries \$38,248,326

Expenses \$6,159,501

(Supplies, student transportation, utilities)

Fees -\$695,000

(Athletic, All-Day Kindergarten, transportation)

Net Operating \$43,712,827

OUT-OF-DISTRICT \$5,278,101

SPECIAL EDUCATION

TOTAL GENERAL FUND BUDGET \$48,990,928

FEDERAL, STATE, AND

PRIVATE GRANTS (estimated) \$1,200,000

GRAND TOTAL SCHOOL BUDGET \$50,190,928

	FY2005 TOTAL BUDGET							
ļ	Summary Budget	FY-1999	FY-2000	FY-2001	FY-2002	FY-2003	FY-2004	FY-2005
Acct.#	<u>Description</u>	Expended	Expended	Expended	Expended	Expended	Budget	<u>Preliminary</u>
110	School Committee	13,583	17,895	18,002	15,604	16,161	23,324	27,824
111	Legal Services	83,796	99,866	107,041	116,962	104,779	85,000	89,000
120	Supt.'s Office	165,055	167,405	187,419	187,477	196,318	207,706	222,323
141	Asst. Supt.'s Office	132,167	143,907	159,585	163,646	134,589	171,591	179,335
142	Human Resources	318,089	301,422	369,121	360,229	323,474	379,842	381,455
143	Business Department	602,018	672,144	671,142	727,949	743,002	755,173	769,218
144	Contingency	0	0	0	0	70,000	62,381	78,433
210	Supervisors	673,963	782,124	893,848	998,993	989,780	1,022,558	983,890
220	Principals	1,606,661	1,668,207	1,750,118	1,899,511	2,117,843	2,214,088	2,220,456
230	Teaching	20,587,872	22,415,194	24,213,609	26,134,858	28,036,629	27,676,310	29,119,796
235	Professional Development	314,456	419,040	421,008	352,627	346,347	281,237	261,237
240	Textbooks	289,141	241,206	428,918	583,581	234,528	175,053	175,053
250	Library/Media	459,992	544,270	641,512	670,042	681,467	591,948	572,002
260	Technology	642,108	606,713	672,934	755,576	929,012	952,090	966,974
270	Guidance	661,893	707,711	729,140	742,075	791,195	842,611	844,966
280	Evaluation	728,267	719,589	758,266	891,584	1,081,137	1,084,749	1,151,105
320	Health Services	283,490	295,234	314,047	327,532	384,932	409,755	424,150
331	Transp Reg. Educ.	959,266	1,055,599	1,123,186	1,216,265	1,265,475	1,129,731	1,014,873
332	Transp Special Educ.	638,412	717,509	813,537	1,032,912	1,189,734	1,230,262	1,414,801
333	Transp Homeless			0	0	31,973	0	100,000
351	Athletics	447,575	461,877	467,258	510,444	373,628	420,573	349,979
352	Student Activities	112,279	114,465	119,147	143,318	44,938	61,933	61,933
411	Custodial Services	1,461,027	1,508,248	1,490,097	1,622,910	1,870,944	1,802,268	
412	Building Operations	808,249	967,015	999,324	855,266	1,237,047	1,207,185	1,464,977
521	Fixed Charges	238,029	275,085	306,026	352,750	636,638	450,263	440,835
730	Equipment	123,534	86,028	72,983	76,103	6,558	0	<u> </u>
900	Prog. Other Districts	<u>1,611,177</u>	<u>1,981,144</u>	<u>2,327,212</u>	<u>2,948,714</u>	<u>3,383,898</u>	<u>3,650,635</u>	<u>3,863,300</u>
	Grand Total	<u>\$33,962,097</u>	<u>\$36,968,897</u>	<u>\$40,054,480</u>	<u>\$43,686,928</u>	\$47,222,027	<u>\$46,888,266</u>	\$48,990,928

·	FY2005 PERSONAL SERVICES BUDGET SUMMARY							
	Salary Budget	FY-1999	FY-2000	FY-2001	FY-2002	FY-2003	FY-2004	FY-2005
Acct.#	<u>Description</u>	Expended	Expended	<b>Expended</b>	<b>Expended</b>	Expended	<u>Budget</u>	<u>Preliminary</u>
110	School Committee	6,300	7,950	7,800	8,100	9,500	10,500	10,500
120	Supt.'s Office	150,993	156,511	171,912	172,491	180,839	190,313	204,930
141	Asst. Supt.'s Office	122,727	135,216	145,828	147,878	119,838	151,991	159,735
142	Human Resources	185,351	147,073	155,618	157,207	175,684	235,061	236,674
143	Business Department	431,709	493,477	487,824	528,577	552,507	573,857	587,902
144	Contingency						102,381	83,847
210	Supervisors	646,565	758,583	866,011	969,256	958,672	986,980	948,312
220	Principals	1,508,837	1,581,251	1,652,875	1,788,925	1,979,083	2,103,039	2,107,916
230	Teaching	20,119,703	21,896,887	23,684,103	25,413,148	27,303,564	27,054,914	28,325,986
235	Professional Development	181,057	276,770	250,339	242,566	190,228	96,663	76,663
250	Library/Media	411,917	491,708	582,321	597,704	608,873	537,941	517,995
260	Technology	544,932	530,711	582,819	640,529	838,361	846,935	860,558
270	Guidance	646,773	683,530	707,423	726,121	775,545	818,716	821,071
280	Evaluation	318,099	289,455	339,501	400,739	552,729	581,299	631,760
320	Health Services	273,124	284,604	304,011	318,661	373,545	397,685	412,080
331	Transportation	98,320	105,615	112,624	122,276	150,025	157,014	155,951
351	Athletics	323,958	333,348	337,006	365,665	373,628	408,073	349,979
352	Student Activities	110,067	113,452	118,003	142,716	44,938	61,933	61,933
411	Custodial Services	<u>1,364,627</u>	<u>1,409,639</u>	<u>1,387,881</u>	<u>1,518,527</u>	<u>1,758,002</u>	<u>1,683,789</u>	<u>1,694,534</u>
	Salaries Total	\$27,445,056	<u>\$29,695,779</u>	\$31,893,899	\$34,261,086	<u>\$36,945,561</u>	<u>\$36,999,084</u>	<u>\$38,248,326</u>

	FY2005 EXPENSE BUDGET SUMMARY							
Acct.#	Expense Budget <u>Description</u>	FY-1999 Expended	FY-2000 Expended	FY-2001 Expended	FY-2002 Expended	FY-2003 Expended	FY-2004 Budget	FY-2005 Preliminary
110	School Committee	7,283	9,945	10,202	7,504	6,661	12,824	17,324
111	Legal Services	83,796	99,866	107,041	116,962	104,779	85,000	89,000
120	Supt.'s Office	14,062	10,894	15,507	14,986	15,480	17,393	17,393
141	Asst. Supt.'s Office	9,440	8,691	13,757	15,768	14,751	19,600	19,600
142	Human Resources	132,739	154,348	213,503	203,022	147,790	144,781	144,781
143	Business Department	170,309	178,668	183,318	199,372	190,495	181,316	181,316
144	Contingency				1		-40,000	-5,414
210	Supervisors	27,398	23,541	27,837	29,737	31,107	35,578	35,578
220	Principals	97,824	86,956	97,243	110,586	138,760	111,049	112,540
230	Teaching	468,169	518,306	529,506	721,710	733,065	621,396	793,810
235	Professional Development	133,399	142,270	170,669	110,061	156,118	184,574	184,574
240	Textbooks	289,141	241,206	428,918	583,581	234,528	175,053	175,053
250	Library/Media	48,076	52,562	59,191	72,338	72,595	54,007	54,007
260	Technology	97,176	76,002	90,115	115,047	90,651	105,155	106,416
270	Guidance	15,120	24,182	21,717	15,954	15,651	23,895	23,895
280	Evaluation	410,168	430,134	418,765	490,845	528,408	503,450	519,345
320	Health Services	10,366	10,630	10,036	8,871	11,387	12,070	12,070
331	Transp Reg. Educ.	860,946	949,984	1,010,562	1,093,989	1,115,450	972,717	858,922
332	Transp Special Educ.	638,412	717,509	813,537	1,032,912	1,189,734	1,230,262	1,414,801
333	Transp Homeless					31,973		100,000
351	Athletics	123,618	128,529	130,252	144,779		12,500	0
352	Student Activities	2,212	1,013	1,144	602		0	0
411	Custodial	96,400	98,610	102,216	104,383	112,942	118,479	118,479
412	Building Operations	808,249	967,015	999,324	855,266	1,237,047	1,207,185	1,464,977
521	Fixed Charges	238,029	275,085	306,026	352,750	636,638	450,263	440,835
730	Equipment	123,534	86,028	72,983	76,103	6,558	0	0
900	Prog. Other Districts	1,611,177	1,981,144	2,327,212	<u>2,948,714</u>	3,383,898	<u>3,650,635</u>	<u>3,863,300</u>
	Expense Total	<u>\$6,517,041</u>	<u>\$7,273,118</u>	<u>\$8,160,581</u>	<u>\$9,425,842</u>	\$10,206,467	<u>\$9,889,182</u>	\$10,742,602

# TOTAL ALL NEW REQUESTS: \$928,085

## Positions requested in the '05 Budget

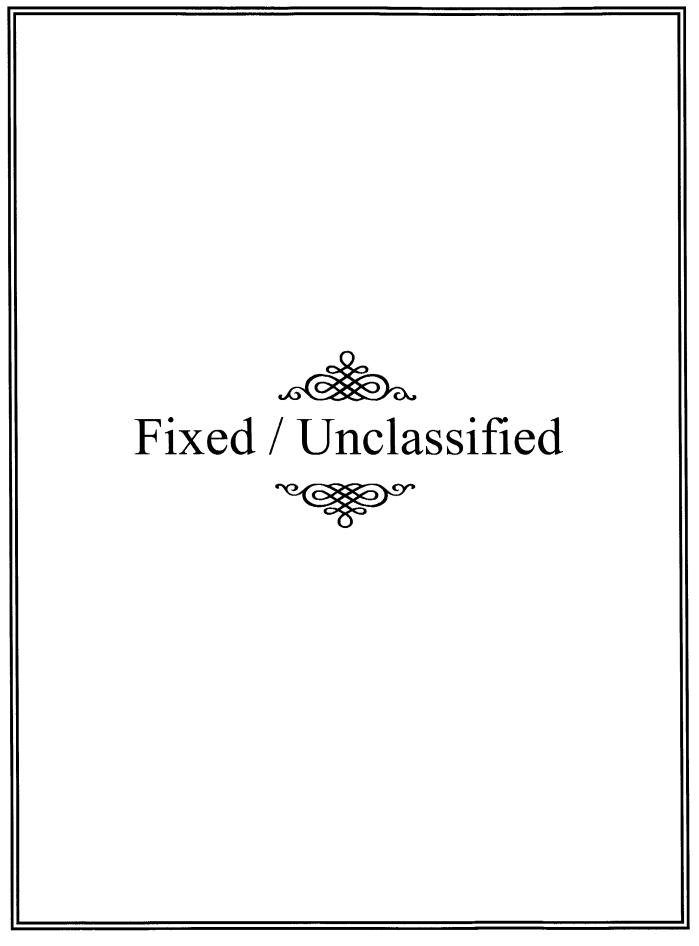
Regular Education Elementary School Classroom Teacher MS Classroom Teacher AHS 990 Hours Total Regular Ed.	<u>9.00</u>	To meet anticipated class size concerns K-5 Gr. 8 Class size concerns @ DMS DOE Mandate	\$ 41,541 \$ 41,541 <u>\$373,869</u> \$456,951			
Special Education Pre-school Classroom Teacher Instr. Assistants Speech ETF Sub total:	1.00 FTE 2.00 0.20 0.15 3.35	Increased enrollment 2004-05 School Year  Sub total:	\$ 41,541 \$ 30,872 \$ 8,308 \$ 6,231 \$ 86,952			
Adjustment Counselors South AHS ETF Teacher Teacher Speech Teacher AHS 990 Hours Instr. Assts. Sub total: Total Sped:	0.20 0.30 0.20 1.00 1.00 0.50 1.40 3.20 7.80	Need for additional services Need for additional services More consistent support needed @ Shawsheen Need for additional services @ High Plain Visually Impaired (system) Need for additional services @ DMS DOE Mandate Bancroft and Shawsheen (Pre-school) Sub total:	\$ 8,308 \$ 12,462 \$ 8,308 \$ 41,541 \$ 41,541 \$ 20,771 \$ 58,157 \$ 49,594 \$240,682 \$327,634			
GRAND TOTAL NEW STAFF REQUESTS: 22.15 FTE \$76						

## Additional Expenses requested in the '05 Budget

MASC Annual Dues \$ 4,500 Supplies, materials and equipment AHS 990 hours Supplies, materials and equipment all schools \$ 75,000
Special Education legal fees \$ 4,000

				-	TOWN MGR
	ACTUA	L ACTUAL	BUDGET	ESTIMATE	RECOMM.
	FY2002	FY2003	FY2004	FY2004	FY2005
ANDOVER PUBLIC SCHOOLS SCHOOL					
013001 ANDOVER SCHOOL SALARIES					
5110 REGULAR WAGES	34,338,586	36,957,763	37,031,391	36,999,084	0
ANDOVER SCHOOL SALARIES	34,338,586	36,957,763	37,031,391	36,999,084	0
013002 ANDOVER SCHOOL EXPENDITU	RES				
5700 UNCLASS EXPENDITURES	9,197,168	10,450,404	9,856,875	9,889,182	47,525,739
ANDOVER SCHOOL EXPENDITURES		10,450,404	9,856,875	9,889,182	47,525,739
013002 ANDOVER SCHOOL EXPENDITU	RES				
5811 FROM SALE OF SERVICE	-40,000	-400,000	-40,000	-40,000	-100,000
ANDOVER SCHOOL EXPENDITURES	-40,000	-400,000	-40,000	-40,000	-100,000
TOTAL ANDOVER PUBLIC SCHOOLS	43,495,754	47,008,167	46,848,266	46,848,266	47,425,739

	TOWN MG					
	ACTUAL	ACTUAL	BUDGET	ESTIMATE	RECOMM.	
	FY2002	FY2003	FY2004	FY2004	FY2005	
GR LAW REG VOC SCHOOL GREATER LAWRENCE REG VOC TECH						
013012 GR LAW REG VOC EXPENDITURES						
5295 OTHER SERVICES / CHGS	73,882	75,388	148,958	90,348	90,000	
GR LAW REG VOC EXPENDITURES	73,882	75,388	148,958	90,348	90,000	
TOTAL GR LAW REG VOC SCHOOL	73,882	75,388	148,958	90,348	90,000	



## FIXED AND UNCLASSIFIED EXPENSES

## **Debt Service Fund Description**

The Debt Service Fund provides the appropriation for the Town's annual principal and interest costs associated with various capital construction projects. The projects are funded by the issuance of tax-exempt bonds. The Water and Sewer Enterprises pay for its debt service from user fees and betterments.

## **Stabilization Fund Description**

The Stabilization Fund is authorized by M.G.L. Chapter 40, Section 5B. Appropriations to the stabilization fund are made by majority vote. Appropriation from the stabilization fund requires a 2/3 vote for special authorizations

### **Health Insurance Fund**

The Town has established a health insurance trust fund in accordance with M.G.L. Chapter 32B, Section 3A to pay for health insurance claims and premiums.

## **Unemployment Compensation Fund**

This appropriation reimburses the unemployment compensation fund established by the Town in accordance with M.G.L. Chapter 40, Section 5E to provide for compensation costs assessed by the State Division of Employment Security. Payments are made to Department of Employment Security based upon actual claims costs.

### **Retirement Fund**

This account includes the annual appropriation requirement established by the Public Employee Retirement Administration Commission based upon the Andover Retirement Board's approved funding schedule.

A five-member board administers the retirement program. The Board is comprised of the Town Accountant, two members elected by the members of the retirement system, an appointee of the Town Manager, and a member appointed by the four other Board members.

				•	TOWN MGR
	ACTUAL	ACTUAL	BUDGET	ESTIMATE	RECOMM.
	FY2002	FY2003	FY2004	FY2004	FY2005
DEBT PRINCIPAL DEBT SERVICE					
017102 DEBT SERVICE PRINCIPAL					
5731 BAN EXEMPT SAFETY CENTER	303,448	0	0	0	0
5733 EXEMPT	0	0	3,170,000	3,421,488	3,211,052
5733 INTEREST EXEMPT SCHOOL	2,107,000	2,811,000	0	0	0
5741 SCHOOL LOANS	530,000	530,000	530,000	530,000	544,500
5742 WATER LOANS	1,552,000	1,410,000	1,056,000	1,046,579	1,190,893
5743 SEWER LOANS	931,000	1,340,000	1,560,000	1,560,000	1,605,000
5744 STREET LOANS	555,552	581,000	476,000	526,000	526,000
5745 MUN BLDGS LOANS	235,000	360,000	380,000	380,000	437,500
5746 PUBLIC SAFETY LOANS	270,000	270,000	265,000	267,933	307,056
5747 LAND ACQ LOANS	336,000	351,000	348,000	348,000	448,000
5748 BUILDING LEASE	230,000	250,000	270,000	270,000	290,000
5749 OTHER MUNIC PURPOSES	60,000	35,000	35,000	35,000	30,000
DEBT SERVICE PRINCIPAL	7,110,000	7,938,000	8,090,000	8,385,000	8,590,001
TOTAL DEBT PRINCIPAL	7,110,000	7,938,000	8,090,000	8,385,000	8,590,001

	ACTUAL FY2002	ACTUAL FY2003	BUDGET FY2004	ESTIMATE FY2004	FY2005
DEBT INTEREST					
DEBT SERVICE					
017502 DEBT SERVICE INTEREST					
5731 BAN EXEMPT	0	538,091	0	0	0
5731 BAN EXEMPT SCHOOL	0	0	500,000	465,000	470,000
5731 BAN EXEMPT SAFETY CENTER	392,316	0	17,000	17,000	8,300
5732 INTEREST ON BANS NON EXEMPT	0	69,984	187,000	20,000	108,000
5732 BAN NONEXEMPT WATER	6,517	0	26,000	26,000	64,000
5732 BAN NONEXEMPT SEWER	69,523	0	220,000	25,000	140,000
5733 EXEMPT	0	231,004	2,210,292	458,969	436,694
5733 INTEREST EXEMPT SCHOOL	1,767,032	1,956,639	0	1,410,727	1,316,882
5739 BOND ISSUE EXPENSE	45,154	2,754	80,000	80,000	100,000
5741 SCHOOL LOANS	174,598	184,550	131,570	172,874	187,576
5742 WATER LOANS	417,527	391,874	327,541	327,829	338,445
5743 SEWER LOANS	326,081	579,204	636,700	752,188	810,041
5744 STREET LOANS	132,466	93,229	68,125	60,463	42,410
5745 MUN BLDGS LOANS	115,298	123,483	109,196	130,866	137,129
5746 PUBLIC SAFETY LOANS	84,783	88,458	77,526	77,126	66,414
5747 LAND ACQ LOANS	131,676	118,132	104,048	93,984	80,534
5748 BUILDING LEASE	71,225	21,560	32,725	32,725	11,165
5749 OTHER MUNIC PURPOSES	9,445	10,698	9,095	9,095	7,495
DEBT SERVICE INTEREST	3,743,641	4,409,659	4,736,818	4,159,846	4,325,085
TOTAL DEBT INTEREST	3,743,641	4,409,659	4,736,818	4,159,846	4,325,085

				•	TOWN MGR
	ACTUAL	ACTUAL	BUDGET	ESTIMATE	RECOMM.
	FY2002	FY2003	FY2004	FY2004	FY2005
TRANS TO STABILIZATION FUND STABILIZATION FUND					
019962 TRANSFER TO STABILIZATION FUND					
5970 TRANS TO STABILIZATION FUND	74,769	0	0	0	0
TRANSFER TO STABILIZATION FUND	74,769	0	0	0	0
TOTAL TRANS TO STABILIZATION FUND	74,769	0	 0	. 0	0

## FIXED AND UNCLASSIFIED EXPENSES

## **Insurance Description**

The Insurance Division oversees the Town of Andover's Insurance coverage needs for Property, Casualty and Workers' Compensation. This Division handles all automobile, property and liability claims that impact the town departments and employees. It is responsible for putting in third party claims to insurance companies in order to recoup the cost of damages to the town's property whenever there is sufficient information available to do so.

### **FY2004 Service Impacts**

• Over the last year as a means to reduce insurance costs the deductible on certain policies were increased in order to reduce the overall premium cost.

## **FY2005 Objectives**

- To utilize more of the insurance companies free sponsored training seminars and programs to help educate employees in ways to reduce future exposure to claims. Presently, Town and School Department employees receive free training in the areas of safe driver training; custodial work environment training including back strain prevention; lockout/tag out training for custodians and building maintenance workers; cafeteria work safety; Department of Public Works work environment training; and various other specialized training programs.
- To work more closely with the Police Department and other related departments to recapture insurance funds on third party claims. As long as there is sufficient information available to pursue a claim for damages to town-owned property, this division will do so.
- To provide training for Town and School employees and appointed board members in areas that will reduce insurance claims and also provide savings on future premium costs.
- To work with our Insurance Company's (Massachusetts Interlocal Insurance Association) Rewards Program and achieve discounts for accomplishing specific tasks as outlined by this program on our major insurance premiums in future years. These discounts can reach as high as 7% on specific policy premiums as well as help the Town and School Departments reduce their losses and provide significant savings on future premium costs.

			TOWN MGR				
	ACTUAL	ACTUAL	BUDGET	ESTIMATE	RECOMM.		
	FY2002	FY2003	FY2004	FY2004	FY2005		
GENERAL INSURANCE INSURANCE							
019452 GENERAL INSURANCE							
5201 INSURANCE MOTOR VEH	89,729	137,337	168,000	99,767	118,000		
5202 INSURANCE COMPREHENSIVE	206,571	321,241	342,000	287,121	324,000		
5205 INS PUB OFF LIABILITY	3,596	46,385	6,000	70,142	72,000		
5711 WORKMENS COMPENSATION	241,904	164,234	220,000	189,495	227,000		
GENERAL INSURANCE	541,800	669,197	736,000	646,525	741,000		
TOTAL GENERAL INSURANCE	541,800	669,197	736,000	646,525	741,000		

				-	TOWN MGR	
	ACTUAL	ACTUAL	BUDGET	ESTIMATE	RECOMM.	
	FY2002	FY2003	FY2004	FY2004	FY2005	
HEALTH INSURANCE HEALTH INSURANCE						
019142 HEALTH INSURANCE EXPENDITURES						
5206 INSURANCE HEALTH	4,000,000	5,555,000	6,975,000	6,975,000	8,370,000	
HEALTH INSURANCE EXPENDITURES	4,000,000	5,555,000	6,975,000	6,975,000	8,370,000	
TOTAL HEALTH INSURANCE	4,000,000	5,555,000	6,975,000	6,975,000	8,370,000	

				•	TOWN MGR
	ACTUAL	ACTUAL	BUDGET	ESTIMATE	RECOMM.
	FY2002	FY2003	FY2004	FY2004	FY2005
UNEMPLOYMENT COMPENSATION UNEMPLOYMENT					
019132 UNEMPLOYMENT COMP EXPENSE					
5712 UNEMPLOYMENT COMPENSATION	0	0	500,000	500,000	500,000
UNEMPLOYMENT COMP EXPENSE	0	0	500,000	500,000	500,000
TOTAL UNEMPLOYMENT COMPENSATION	0	<b>0</b>	500,000	500,000	500,000

	TOWN MGF				TOWN MGR
	ACTUAL	ACTUAL	BUDGET	ESTIMATE	RECOMM.
	FY2002	FY2003	FY2004	FY2004	FY2005
RETIREMENT RETIREMENT					
019112 RETIREMENT EXPENDITURES					
5721 PENSION CONTRIBUTORY 3	,730,326	3,472,421	3,575,130	3,575,130	3,683,164
5722 PENSION NON-CONTRIBUTORY	41,137	24,238	30,509	0	0
5724 PENSION-TEACHERS ERI	52,385	52,385	52,385	52,385	52,385
RETIREMENT EXPENDITURES 3	3,823,848	3,549,044	3,658,024	3,627,515	3,735,549
TOTAL STIREMENT STIREMENT	3,823,848	3,549,044	3,658,024	3,627,515	3,735,549

# FIXED AND UNCLASSIFIED EXPENSES

## **Compensation Fund**

The Compensation Fund, established by Town bylaw, is a reserve for salary adjustment, and union and non-union wage settlements that may occur during the fiscal year. Any transfer from this fund requires the approval of the Board of Selectmen.

### **Reserve Fund**

The Reserve Fund, authorized by state statute, provides Town operations with funding for extraordinary or unforeseen expenditures occurring during the fiscal year. Transfers from this fund requires the approval of the Finance Committee.

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				•	TOWN MGR
	ACTUAL	ACTUAL	BUDGET	<b>ESTIMATE</b>	RECOMM.
	FY2002	FY2003	FY2004	FY2004	FY2005
COMPENSATION FUND COMPENSATION FUND					
011301 COMPENSATION FUND SALARIES					
5199 COMPENSATION PLAN	0	0	400,000	0	0
COMPENSATION FUND SALARIES	0	0	400,000	0	0
TOTAL COMPENSATION FUND	. 0	0	400,000	· <b>0</b>	0

	Т					
	ACTUAL	ACTUAL	BUDGET	ESTIMATE	RECOMM.	
	FY2002	FY2003	FY2004	FY2004	FY2005	
RESERVE FUND RESERVE FUND						
011322 RESERVE FUND EXPENDITURES						
5700 UNCLASS EXPENDITURES	0	0	200,000	0	200,000	
RESERVE FUND EXPENDITURES	0	0	200,000	0	200,000	
TOTAL RESERVE FUND		. 0	200,000	 0	200,000	